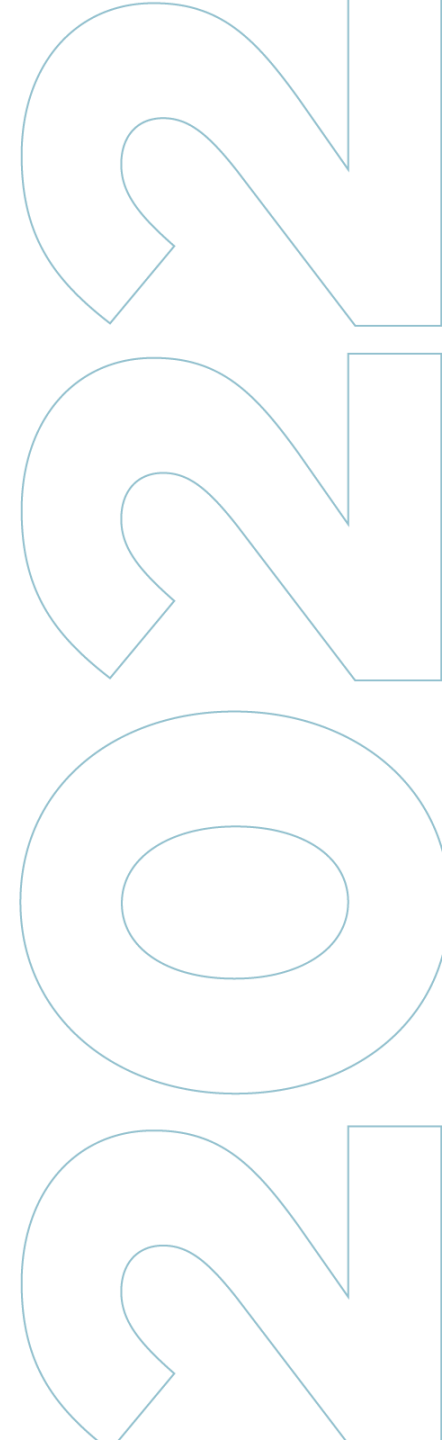


AREZZO

& CO

DAY



STRATEGIC VISION



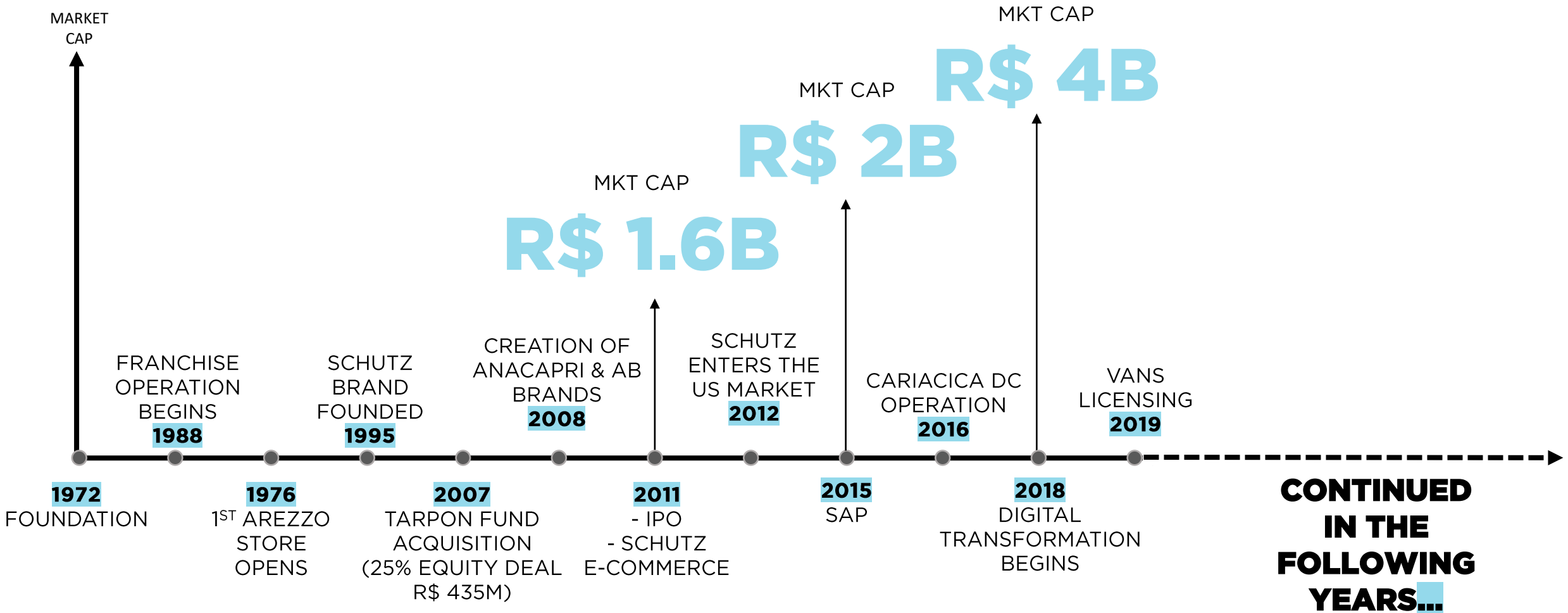
**ALEXANDRE BIRMAN &
RAFAEL SACHETE**

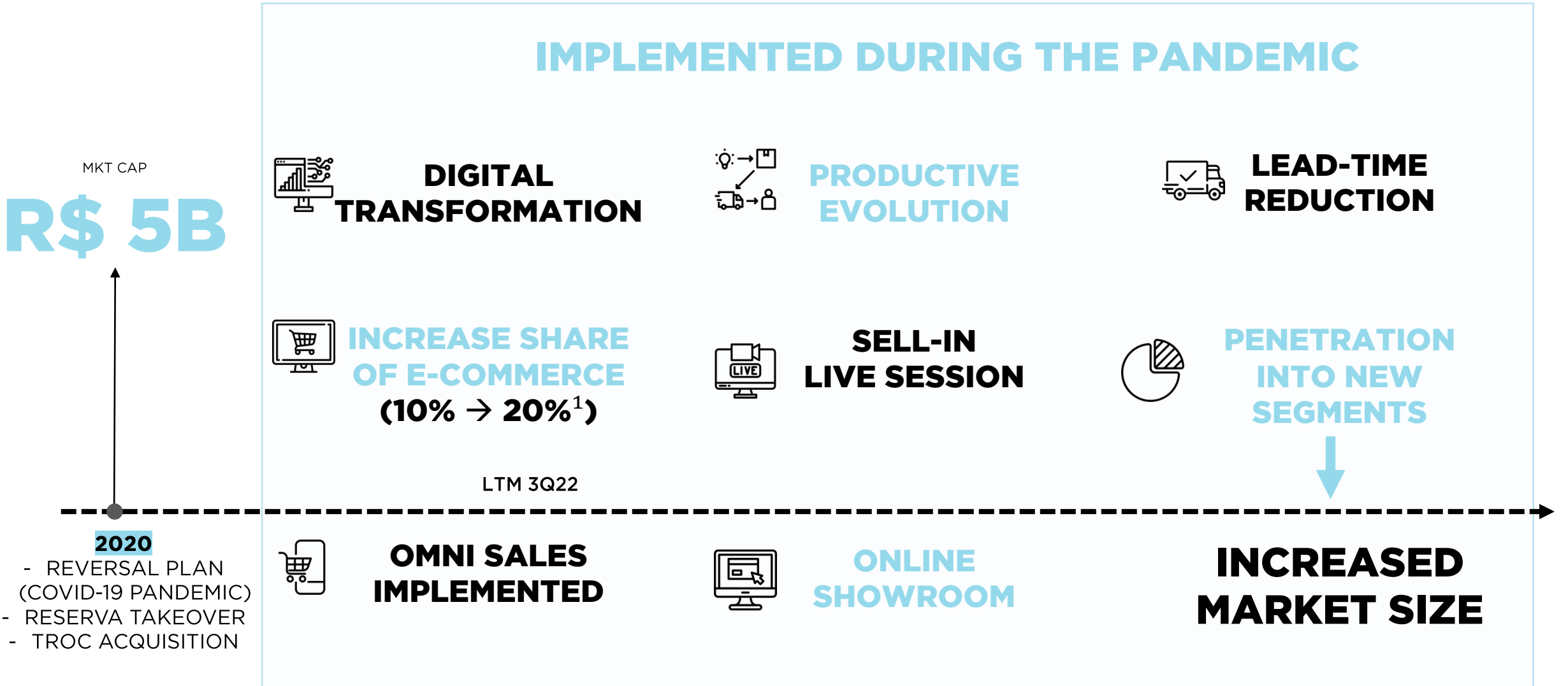
OUR

OUR GREATEST ASSET

LEGACY

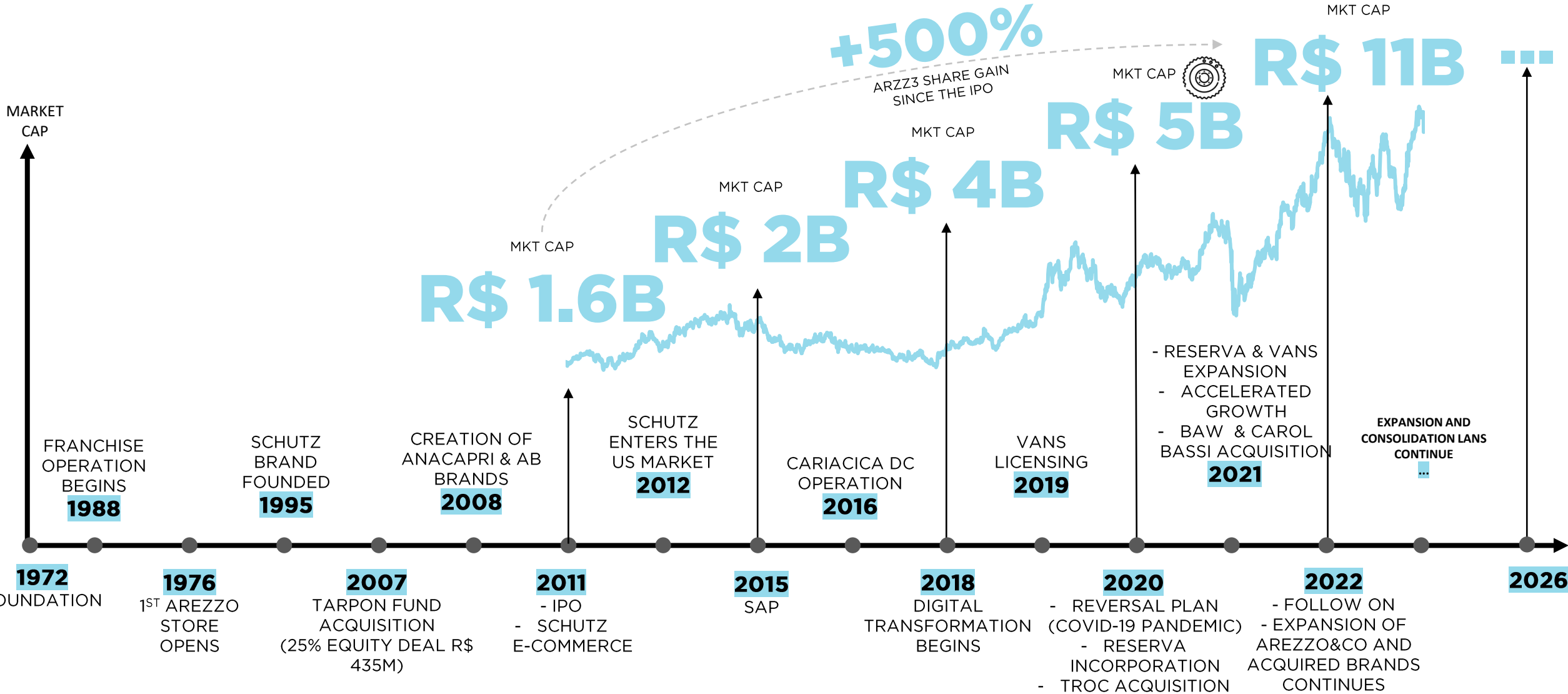
SOLID VALUE GENERATION HISTORY





(1) CONSIDERING FY 2019 VS LTM 3Q22

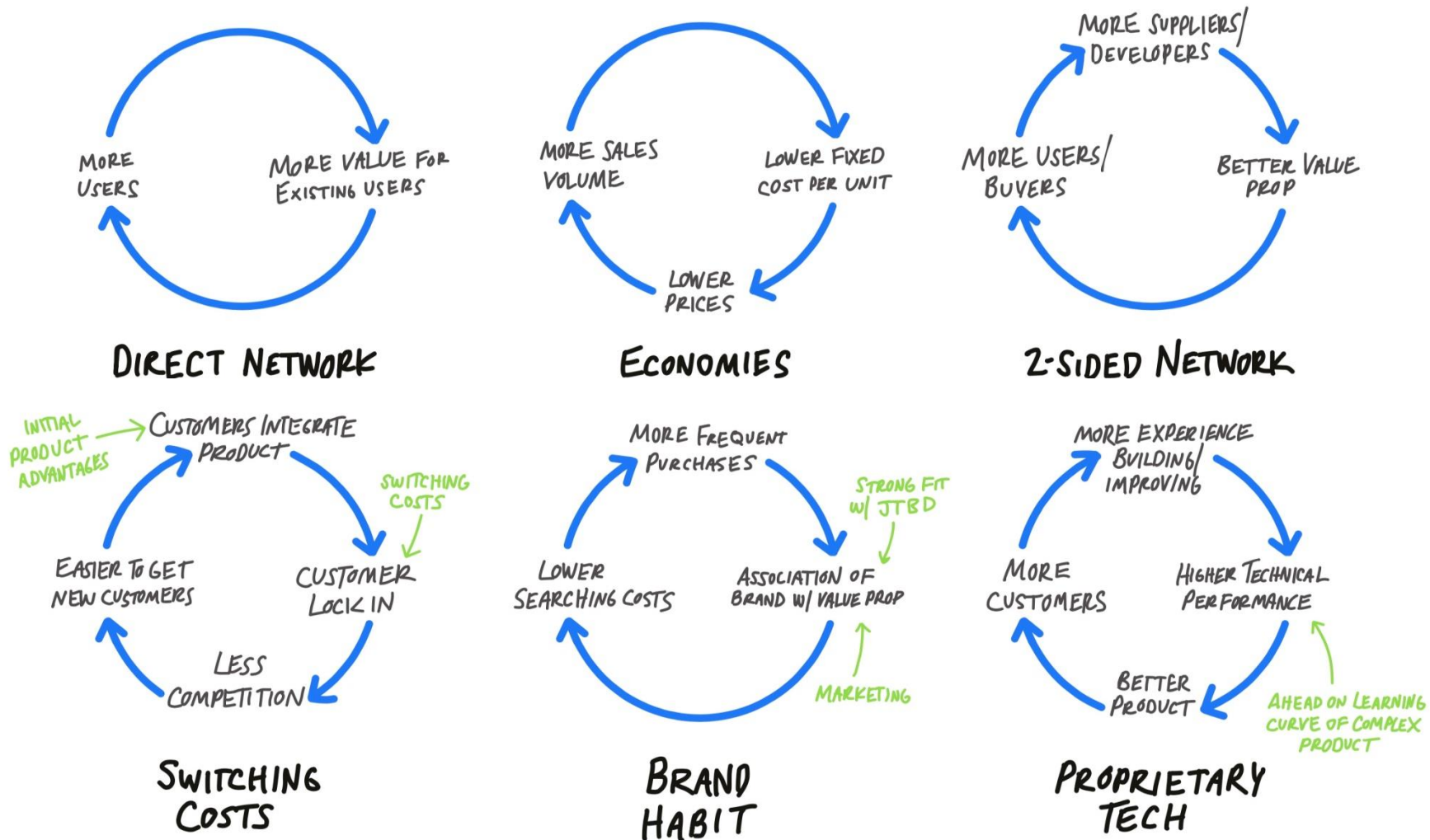
SOLID VALUE GENERATION HISTORY



STRONG COMMITMENT TO **EXECUTING THE COMPANY'S STRATEGIC PLANNING** OVER THE YEARS AND TO **GENERATING SHAREHOLDER VALUE**

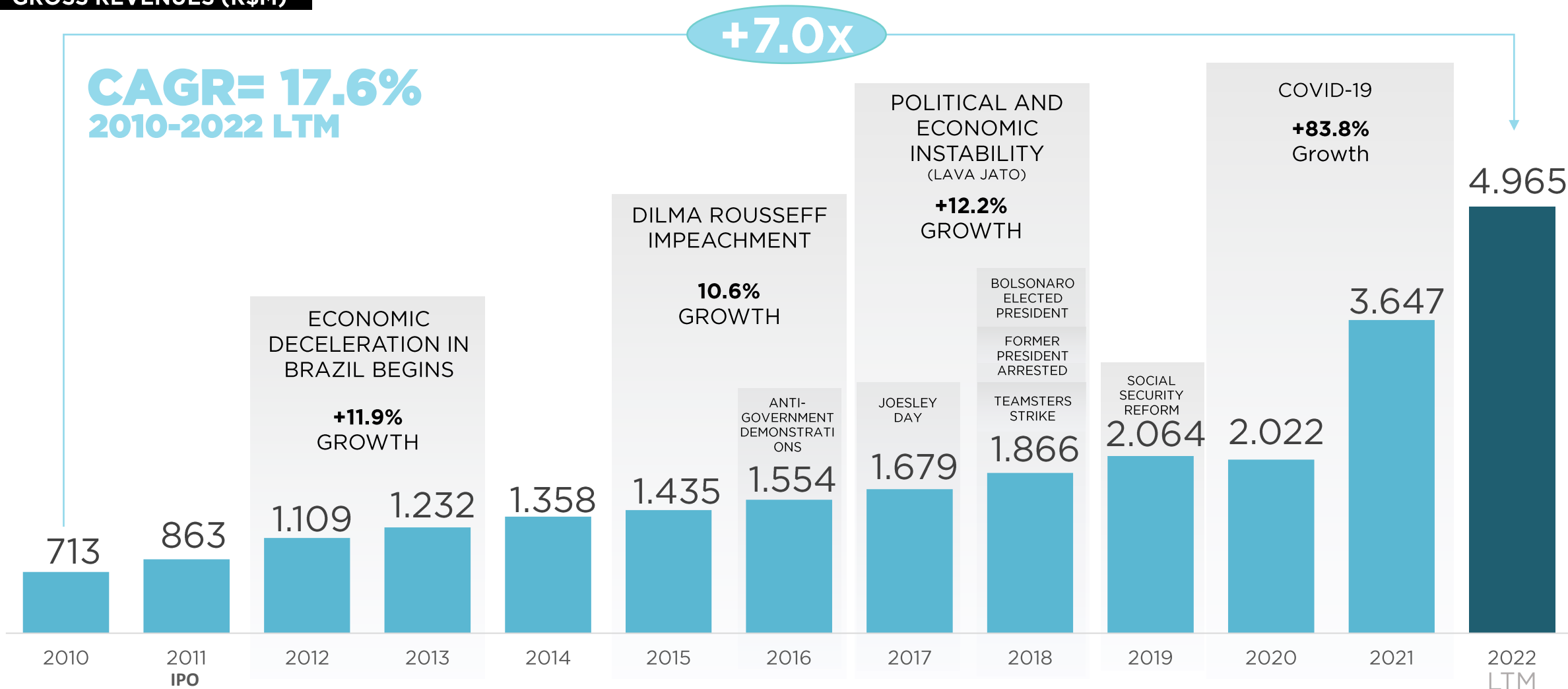
FLYWHEEL EFFECT - CONCEPT

THE FLYWHEEL EFFECT HAPPENS WHEN SMALL WINS FOR YOUR BUSINESS BUILD ON EACH OTHER OVER TIME AND EVENTUALLY GAIN SO MUCH MOMENTUM THAT GROWTH ALMOST SEEMS TO HAPPEN BY ITSELF - SIMILAR TO THE MOMENTUM CREATED BY A FLYWHEEL ON A ROWING MACHINE.



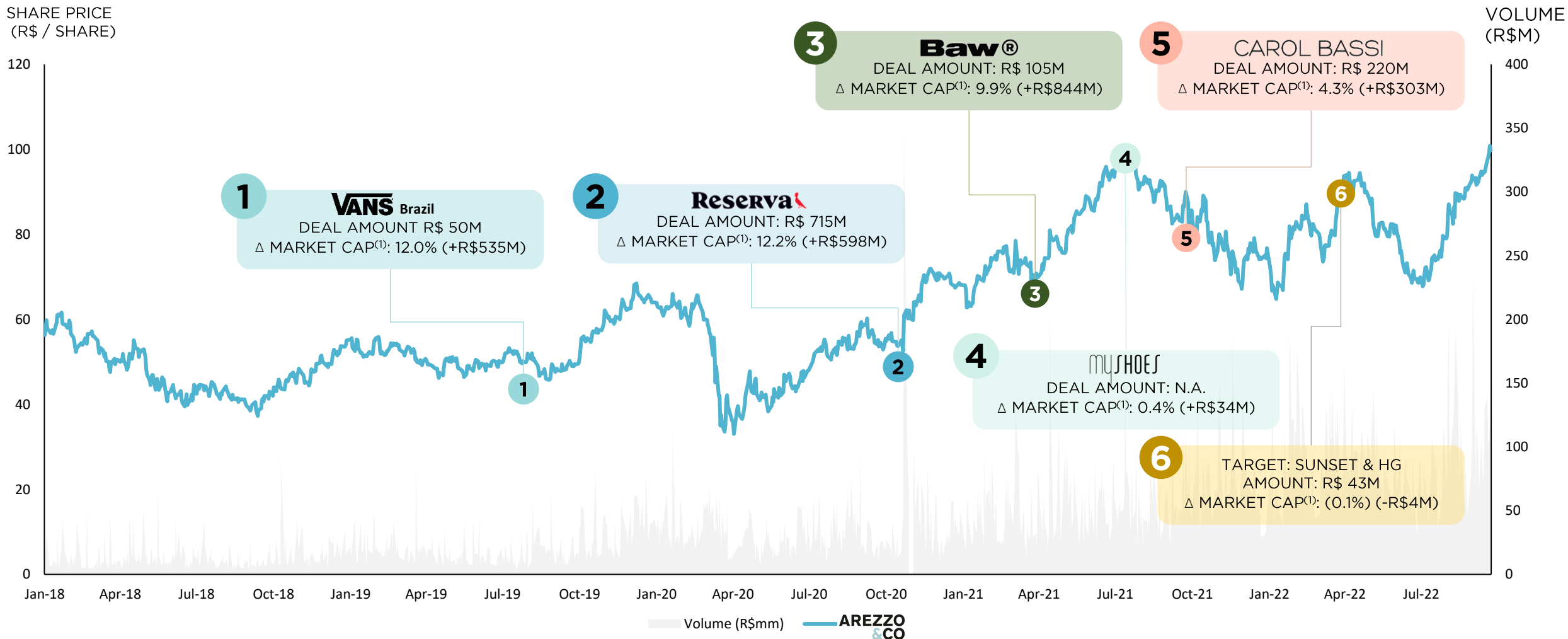
WE DELIVERED PERFORMANCE AND RESILIENCE THROUGH SEVERAL ECONOMIC CYCLES

GROSS REVENUES (R\$M)



SINCE THE IPO, WE DELIVERED **42** **QUARTERS** OF POSITIVE REVENUES GROWTH VS. **4** **QUARTERS** OF NEGATIVE GROWTH

STRONG TRACK RECORD IN THE INTEGRATION OF ACQUISITIONS AND VALUE GENERATION



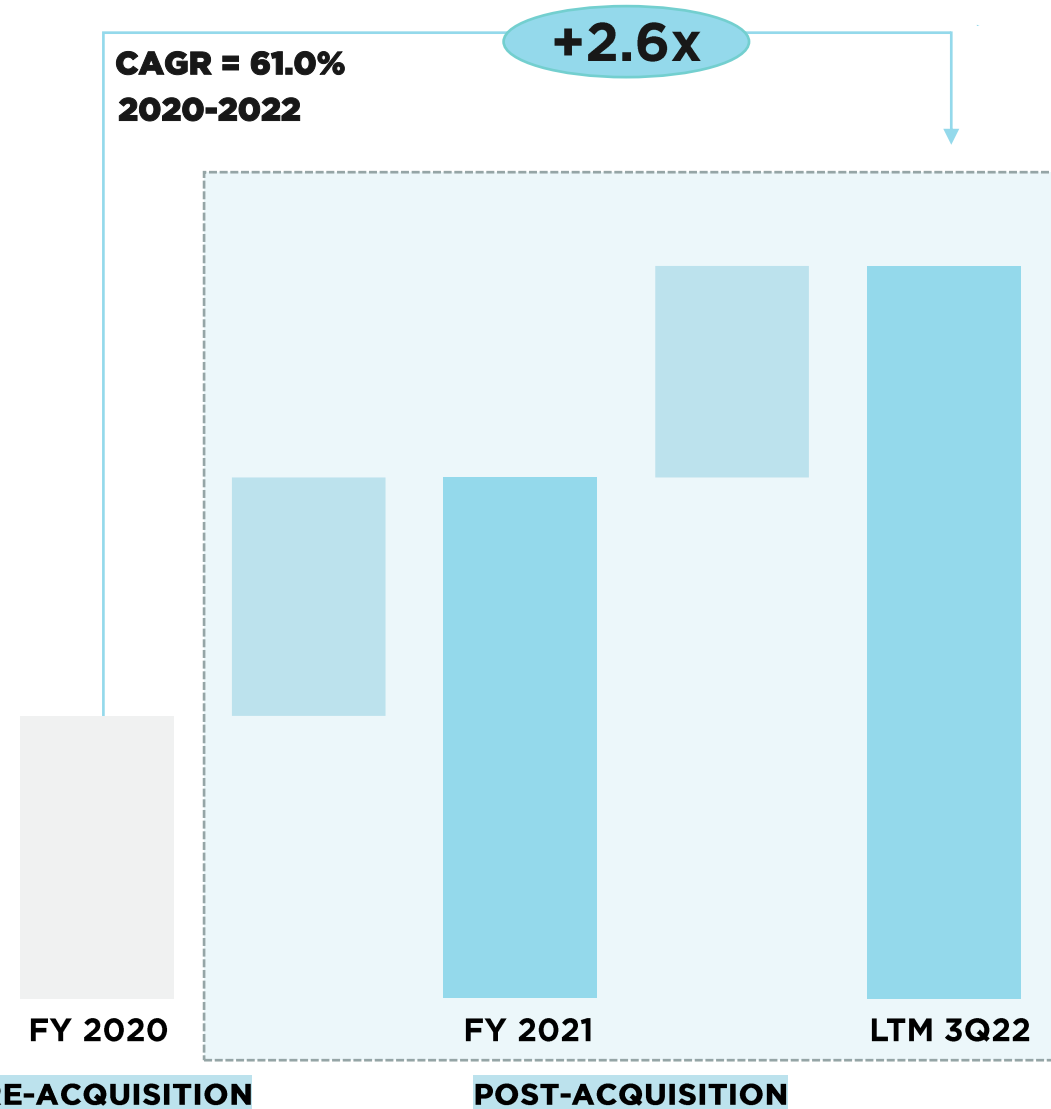
CREDIBILITY AND EXECUTION CAPABILITY FOR ACQUISITIONS INTEGRATION GENERATED **R\$1.2B⁽²⁾ IN MARKET VALUE FOR THE COMPANY**

Source: Arezzo and Factset as of September 23, 2022.

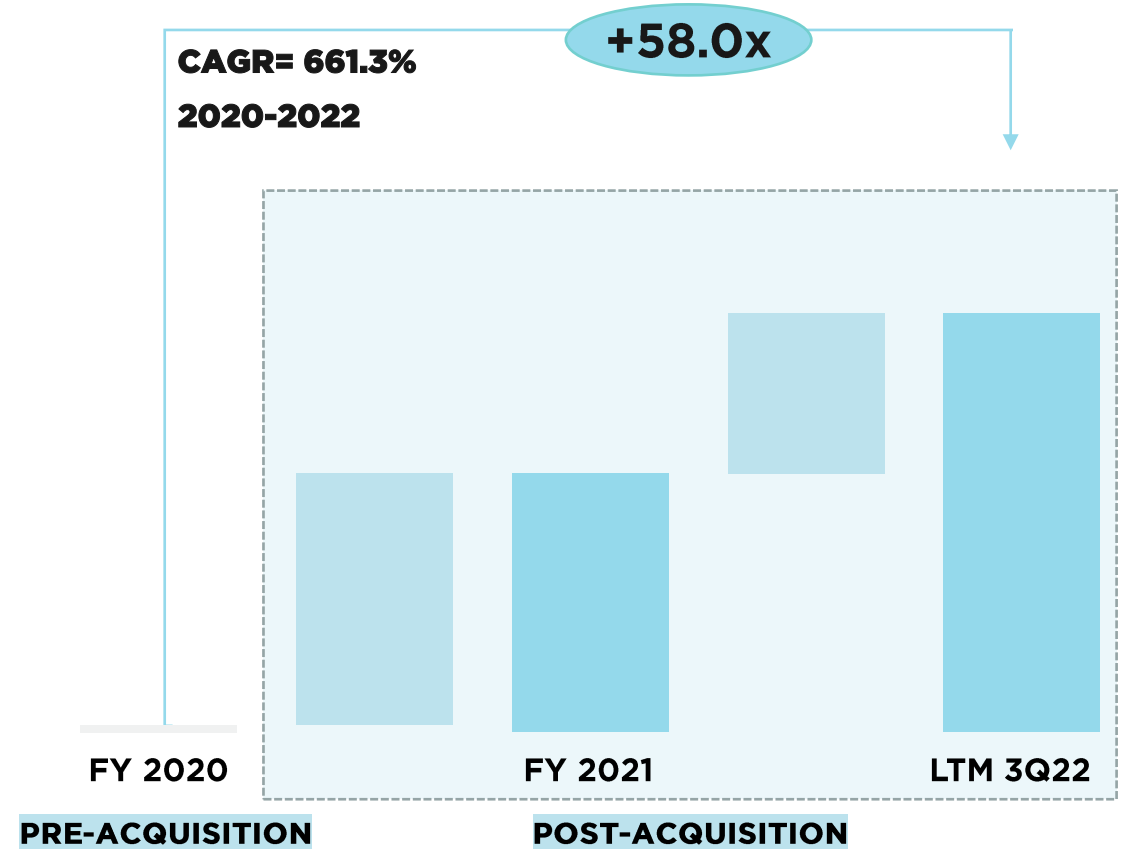
Notes: (1) Considering the variation between 7 days prior to announcement of the deal and 7 days thereafter. (2) Value generation as total market cap appreciations vis-à-vis the M&A minus the amount paid for each acquisition.

VALUE GENERATED BY ACQUISITIONS - AR&CO

GROSS REVENUE (R\$M)



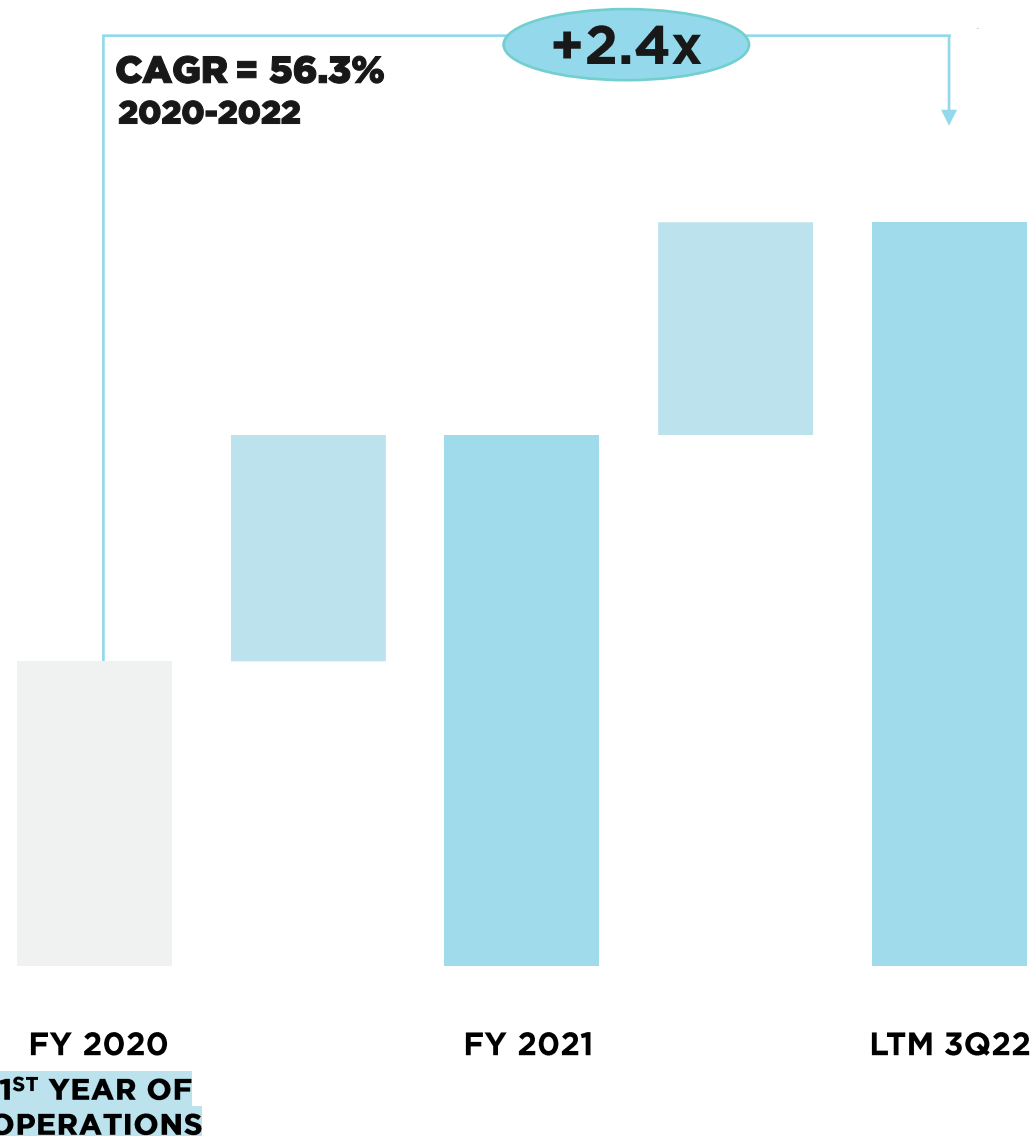
EBITDA (R\$M)



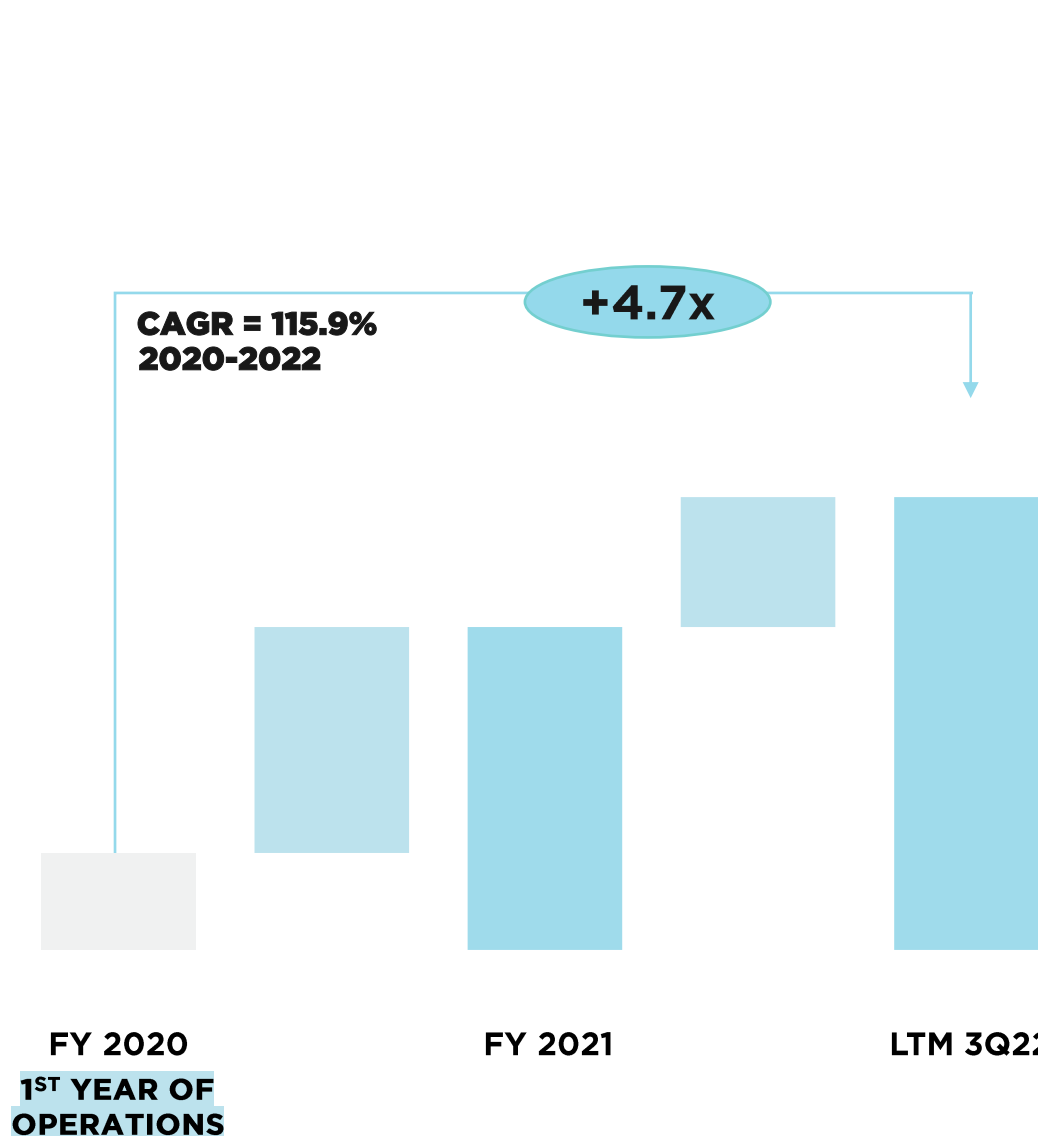
NOTE: ANALYSIS EX- THE BAW BRAND

VALUE GENERATED BY ACQUISITIONS - VANS

GROSS REVENUE (R\$ M)

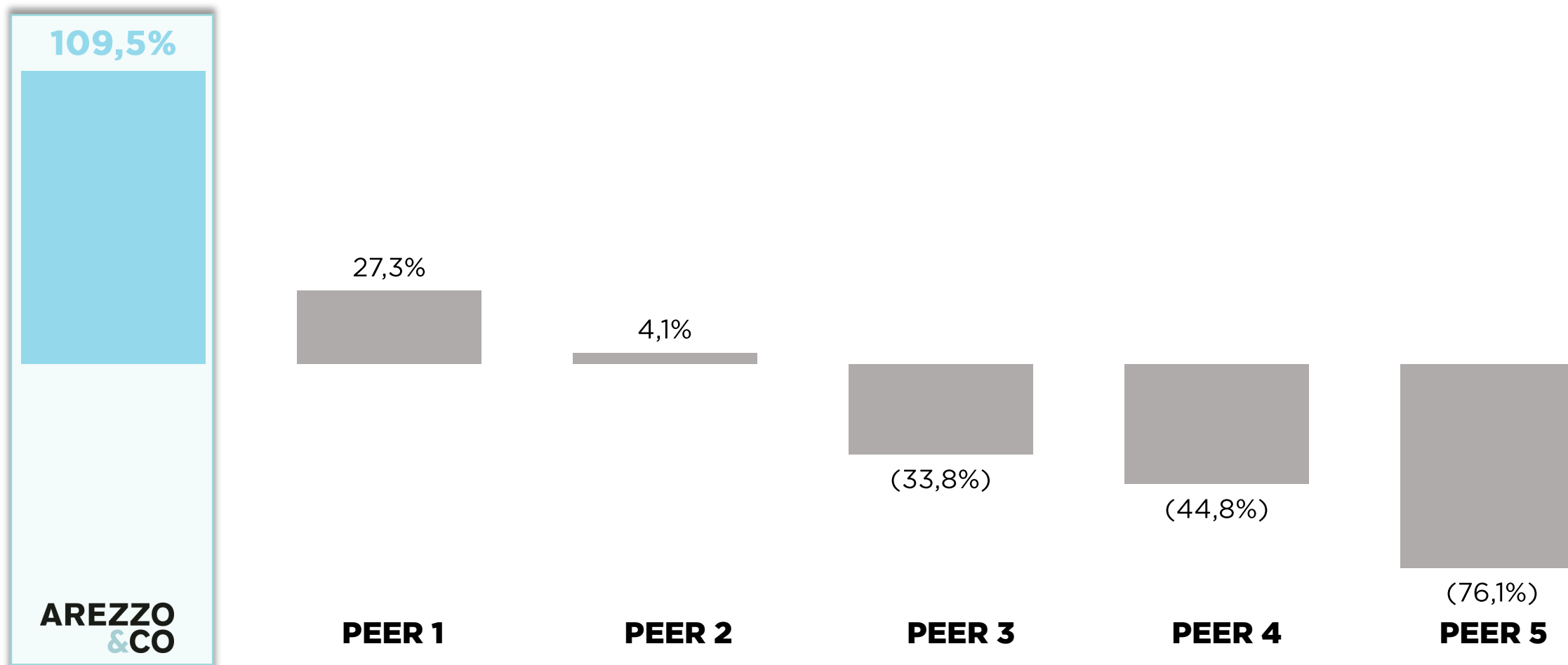


EBITDA (R\$ M)



CONTINUOUS VALUE GENERATION TO SHAREHOLDERS

TOTAL SHAREHOLDER RETURN IN THE LAST 3 YEARS ⁽¹⁾

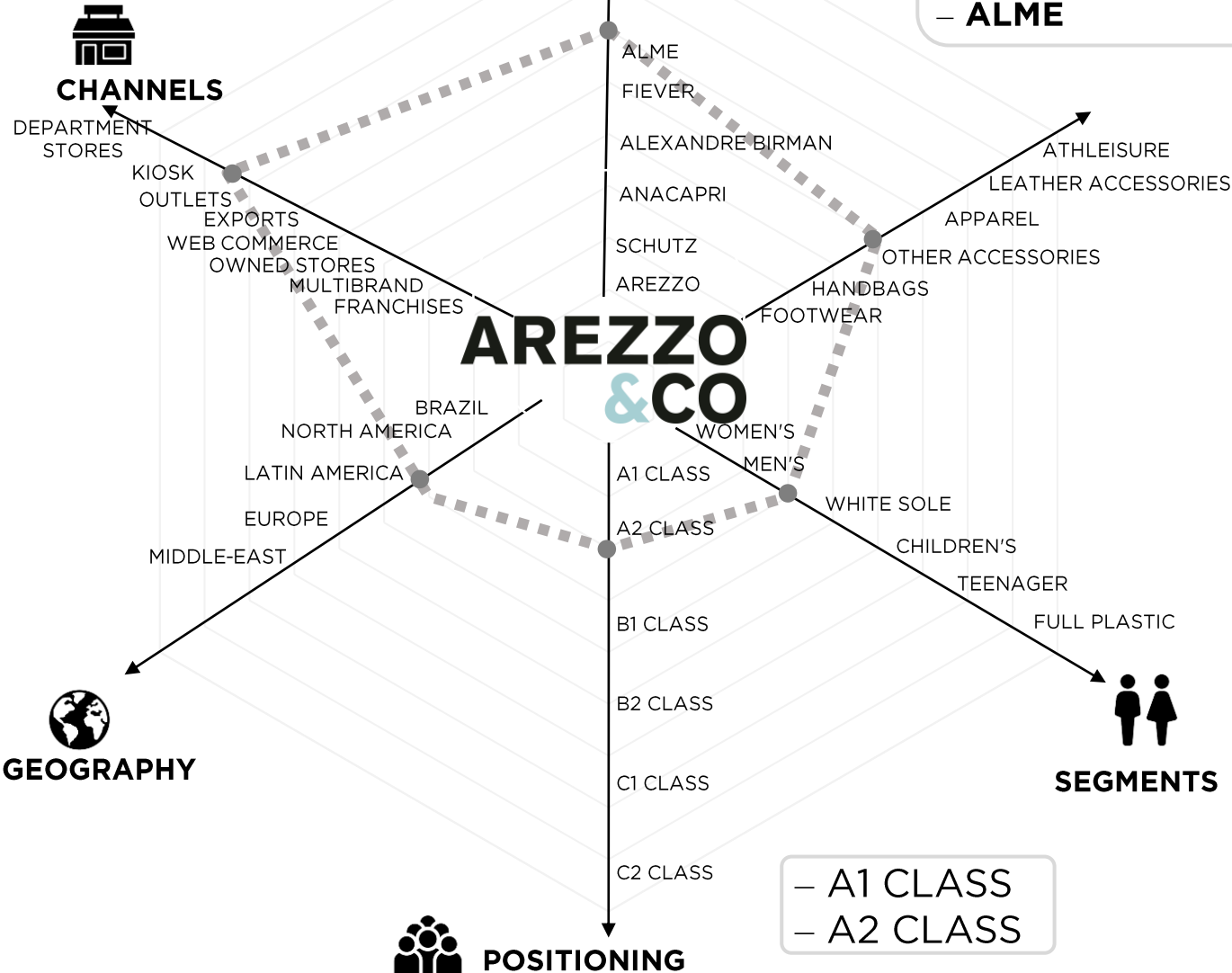


Notes: (1) Total share return is the appreciation/depreciation from September 23, 2019, plus dividends paid in the period.

STRATEGY GROWTH AVENUES

POSITIONING IN 2019

- OWNED STORES
- MULTIBRAND
- FRANCHISES
- E-COMMERCE
- EXPORTS
- OUTLET



- ANACAPRI
- ALEXANDRE BIRMAN
- SCHUTZ
- AREZZO
- FIEVER
- ALME

- CATEGORIES**
- HANDBAGS
 - FOOTWEAR
 - ACCESSORIES

- BRAZIL
- LATIN AMERICA
- NORTH AMERICA

- WOMEN'S
- MEN'S

- A1 CLASS
- A2 CLASS

POSITIONING 19
UNTAPPED

STRATEGY

GROWTH AVENUES

POSITION IN 2022

- OWNED STORES
- MULTIBRAND
- FRANCHISES
- E-COMMERCE
- EXPORTS
- OUTLET

- BRAZIL
- LATIN AMERICA
- NORTH AMERICA

- A1 CLASS
 - A2 CLASS
 - B1 CLASS
- +1**



CHANNELS

- DEPARTMENT STORES
- KIOSK OUTLETS
- WEB COMMERCE
- EXPORTS
- OWNED STORES
- MULTIBRAND
- FRANCHISES



GEOGRAPHY

- BRAZIL
- NORTH AMERICA
- LATIN AMERICA
- EUROPE
- MIDDLE-EAST



POSITIONING

BRANDS

- OTHER BRANDS / LICENSING CAROL BASSI
- TROC
- MYSHOES
- BAW
- RESERVA
- VANS
- ALME
- FIEVER
- ALEXANDRE BIRMAN
- ANACAPRI
- SCHUTZ
- AREZZO

AREZZO & CO

- WOMEN'S
- MEN'S

- A1 CLASS
- A2 CLASS
- B1 CLASS
- B2 CLASS
- C1 CLASS
- C2 CLASS

SEGMENTS

- ATHLEISURE
- LEATHER ACCESSORIES
- APPAREL
- OTHER ACCESSORIES
- HANDBAGS
- FOOTWEAR
- WHITE SOLE
- CHILDREN'S
- TEENAGER
- FULL PLASTIC

- ANACAPRI
- ALEXANDRE BIRMAN
- SCHUTZ
- AREZZO
- FIEVER
- ALME

- VANS
- RESERVA
- BAW
- MYSHOES
- TROC
- CAROL BASSI

CATEGORIES



- HANDBAGS
 - FOOTWEAR
 - ACCESSORIES
 - APPAREL
- +1**

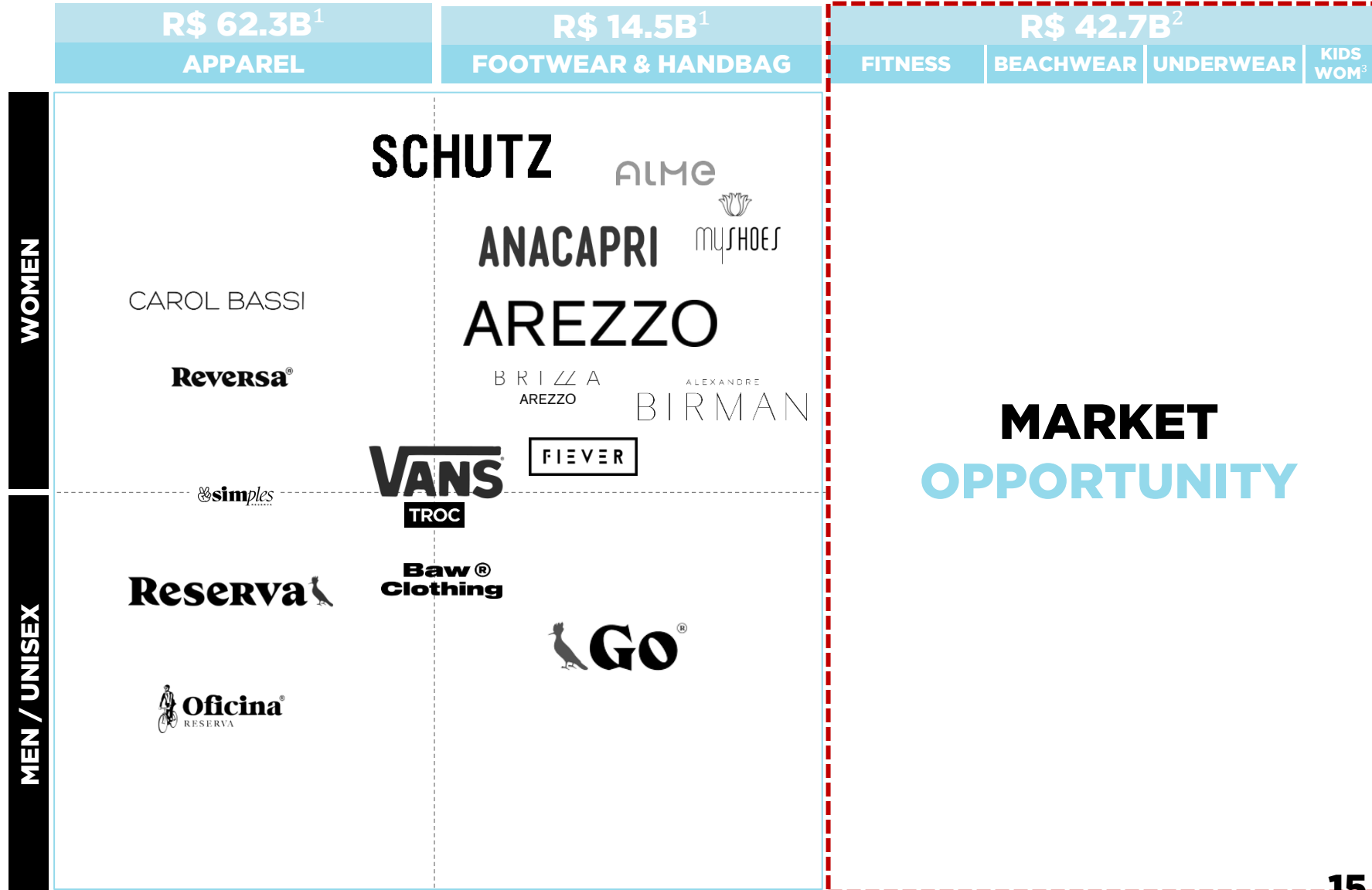
- WOMEN'S
 - MEN'S
 - WHITE SOLE
 - CHILDREN'S
- +2**

POSITIONING 19
POSITIONING 22
UNTAPPED

STRATEGY | GROWTH AVENUES

OPPORTUNITIES AND CHALLENGES - BRANDS/SEGMENTS

RETAIL | FASHION



MARKET OPPORTUNITY

SOURCE: GEOFUSION, EUROMONITOR, IEMI

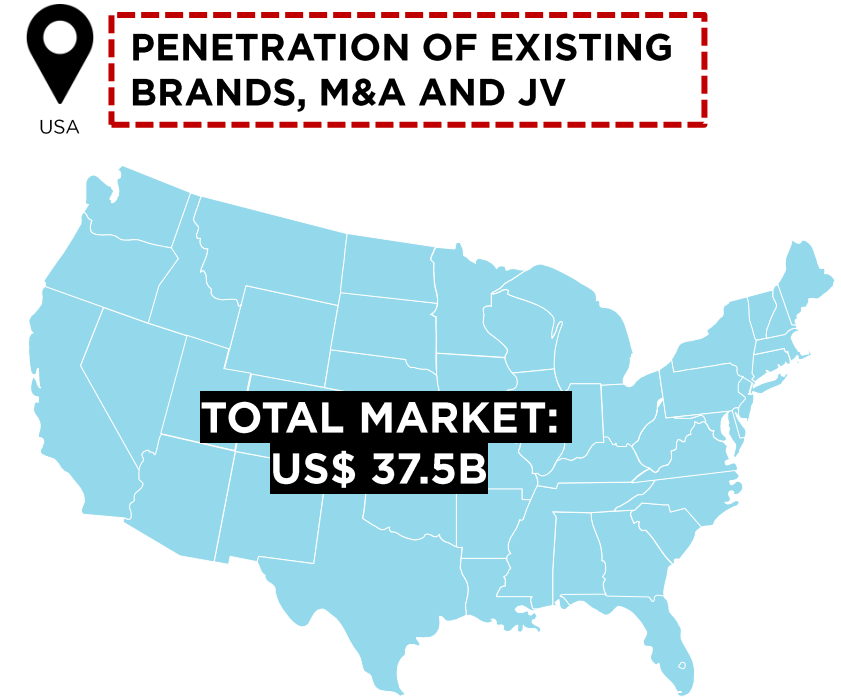
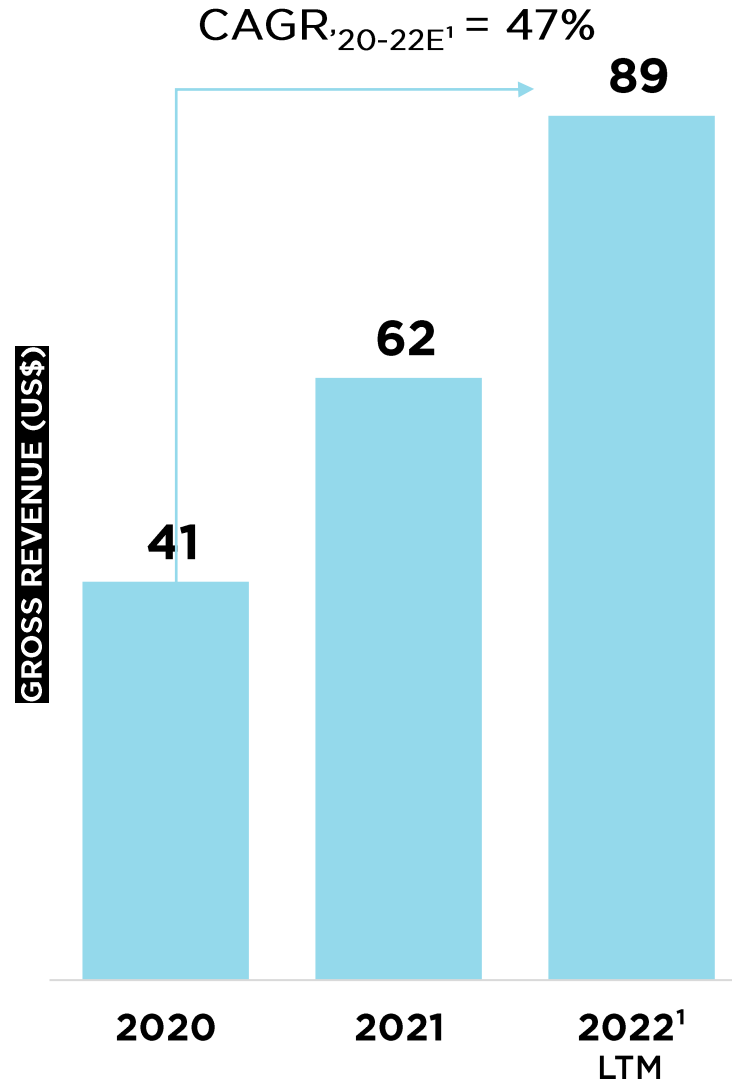
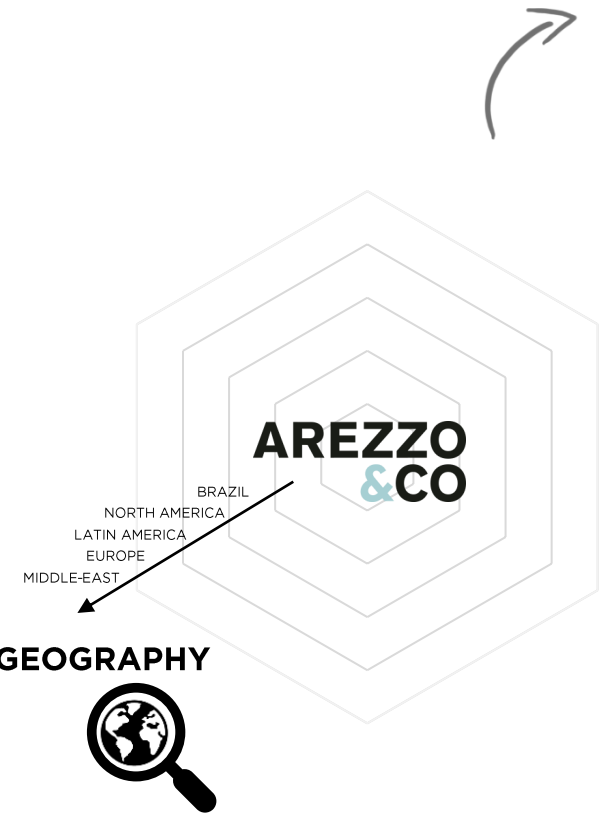
(1) CONSIDERING THE A/B MARKET

(2) TOTAL MARKET W/O SEGMENTATION BY CLASS AND GENDER

(3) WOMEN'S AND MEN'S FOOTWEAR + WOMEN'S APPAREL

STRATEGY | GROWTH AVENUES

OPPORTUNITIES AND CHALLENGES - US GEOGRAPHY



TAM²: US\$ 5.0B

2.4%
MARKET SHARE

SOURCE: EUROMONITOR E NPD

(1) LTM 3Q22

(2) WOMEN'S FASHION FOOTWEAR PRICED >US\$ 75, EX SNEAKERS AND PERFORMANCE

STRATEGY | GROWTH AVENUES

OPPORTUNITIES AND CHALLENGES – GEOGRAPHY EUROPE & LATAM (EX-BRAZIL)



EUROPE

PENETRATION OF EXISTING BRANDS, M&A E JV

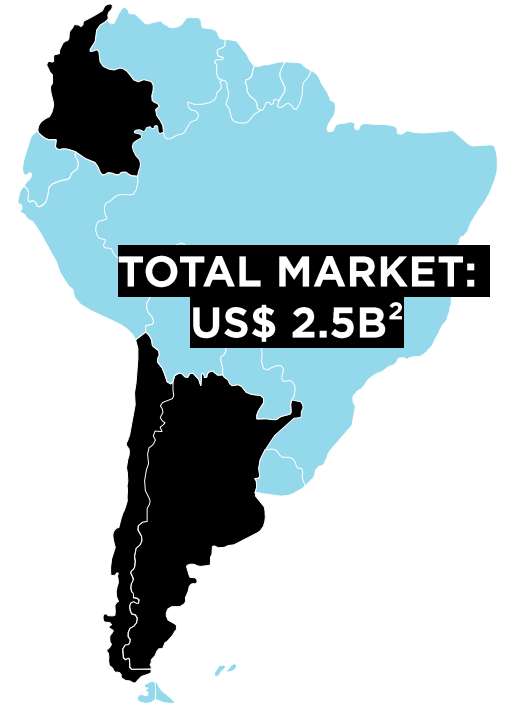


LATAM (EX- BRAZIL)

IMPLEMENTATION OF INTERNATIONAL FRANCHISES, LICENSING AND MASTER FRANCHISING



TAM¹: US\$ 3.2B



TAM¹: US\$ 325M

SOURCE: EUROMONITOR E NPD

(1) WOMEN'S FASHION FOOTWEAR PRICED >US\$ 75, EX SNEAKERS AND PERFORMANCE

(2) CONSIDERING: COLOMBIA, ARGENTINA AND CHILE

STRATEGY | GROWTH AVENUES

OPPORTUNITIES AND CHALLENGES - POSITIONING

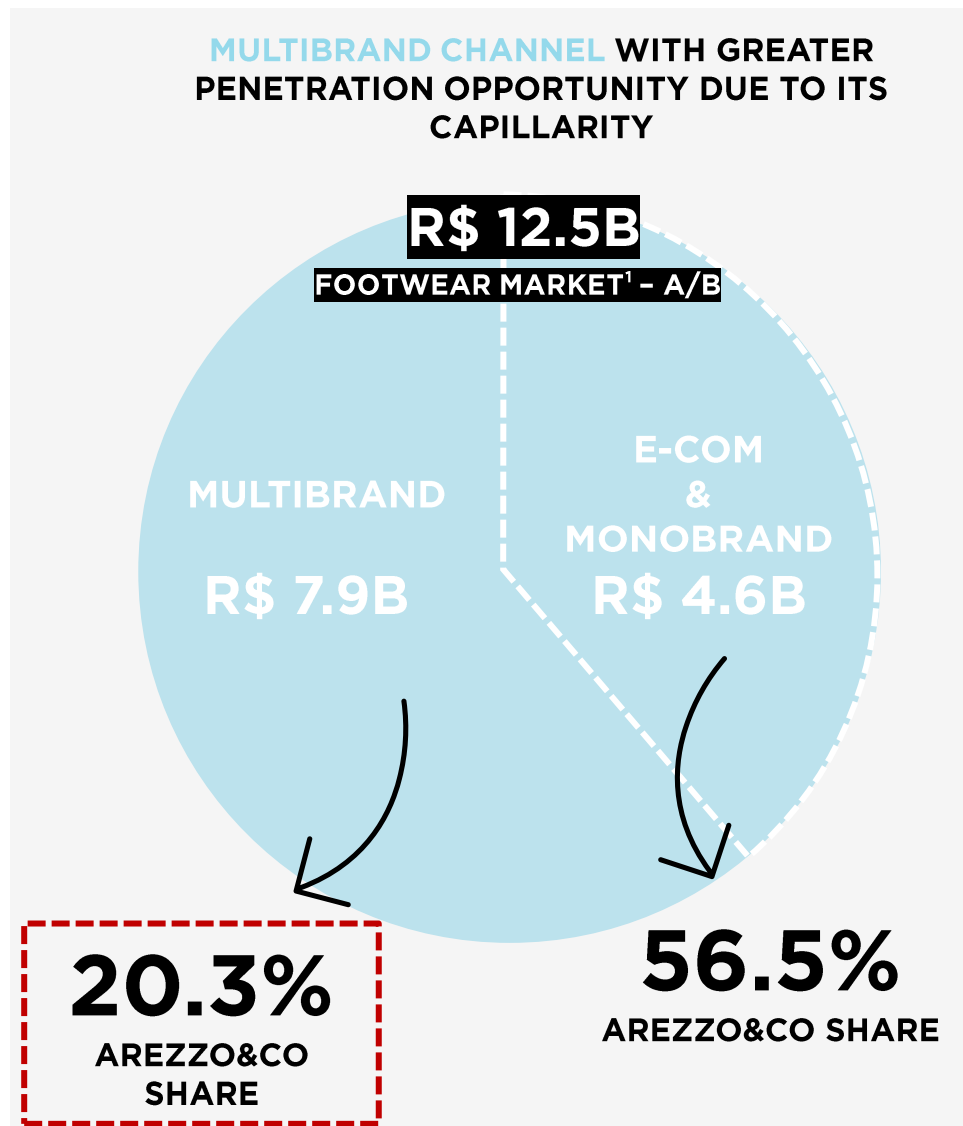


TAM ¹ FTW & APP	R\$24.1B	R\$52.7B	R\$24.7B
A1 CLASS	A2 CLASS	B CLASS	C CLASS
<p>ALEXANDRE BIRMAN</p> <p>Oficina[®] RESERVA</p> <p>CAROL BASSI</p> <p>WE REINFORCED OUR A1-CLASS POSITIONING WITH THE ACQUISITIONS OF OFICINA IN 2020 AND CAROL BASSI IN 2021</p>	<p>SCHUTZ</p> <p>Reversa[®]</p> <p>ALME</p> <p>FEVER</p> <p>VANS</p> <p>Reserva</p> <p>TROC</p> <p>Baw[®] Clothing</p>	<p>AREZZO</p> <p>BRIZZA AREZZO</p> <p>ANACAPRI</p> <p>mySHOES</p>	<p>MARKET OPPORTUNITY</p>

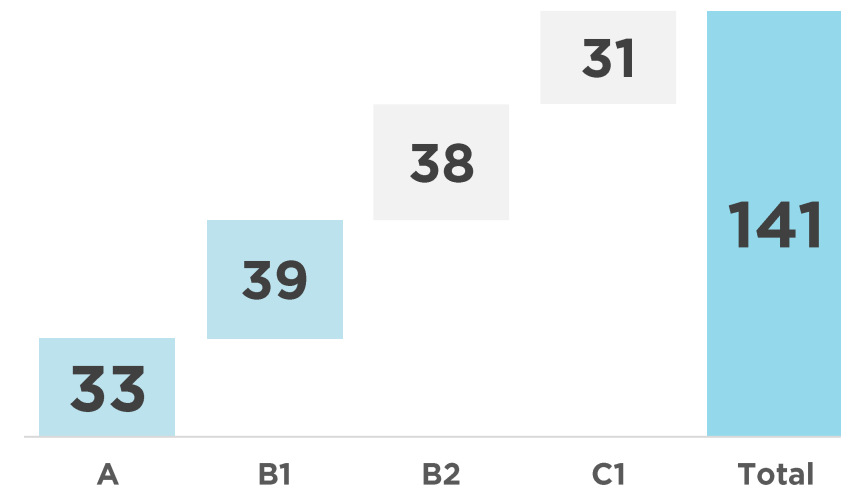
SOURCE: GEO FUSION, EUROMONITOR, IEM
 (1) CONSIDERING THE SAME SEGMENTATIONS AS AREZZO&CO'S ADDRESSABLE MARKET

STRATEGY | GROWTH AVENUES

OPPORTUNITIES AND CHALLENGES - CHANNELS



MARKET SIZE BY CLASS²
(FTW & APP)



MARKET OPPORTUNITIES:

- DEPARTMENT STORES
- INCREASE SIZE THROUGH CHANNELS REACHING THE C CLASS

SOURCE: GEOFUSION, EUROMONITOR, IEMI
 (1) CONSIDERING THE A/B WOMEN'S AND MEN'S FOOTWEAR MARKET
 (2) CONSIDERING TOTAL WOMEN'S E MEN'S MARKET

UNTAPPED MARKETS

THERE ARE OPPORTUNITIES TO EXPAND OUR GROWTH AVENUES AND THEREBY INCREASE OUR ADDRESSABLE MARKET

R\$ 43.2B¹

EXPANDED APPAREL AND FOOTWEAR SEGMENTATION (BEACHWEAR, KIDS WOMEN'S, UNDERWEAR AND FITNESS)

**BRANDS
CATEGORIES
SEGMENTS**



GEOGRAPHY



US\$ 16.2B³

CONTINUED BRAND INTERNATIONALIZATION GROWTH AND PORTFOLIO EXPANSION THROUGH LICENSING

**AREZZO
& CO**

R\$ 50.5B²

INCREASED EXPOSURE TO THE B2 AND C CLASSES

CLASS



CHANNELS



R\$ 6.3B

OPPORTUNITY FOR INCREASED PENETRATION ON THE MULTIBRAND CHANNEL FOR A/B-CLASS FOOTWEAR

SOURCE: GEOFUSION, EUROMONITOR, IEMI E NPD
 (1) CONSIDERING TOTAL MARKET W/O SEGREGATION BY CLASS OR GENDER
 (2) CONSIDERING AREZZO&CO'S EXISTING SEGMENTATION FOR CLASSES B2 AND C
 (3) CONSIDERING WOMEN'S FOOTWEAR W/O SEGMENTATION BY CATEGORY, ITEMS PRICED >US\$ 100

CAROL BASSI

CONTINUITY OF BRAND INTEGRATION TO THE GROUP:
EXPANSION THROUGH THE DEFINITIVE RETAIL MODEL (VILLAGE
MALL), MULTIBRAND AND FOOTWEAR

VANS

CONTINUITY OF BRAND EXPANSION

SCHUTZ
FULL LOOK

EXPANSION OF THE SCHUTZ BRAND'S APPAREL CATEGORY



CONTINUITY OF EXPANSION OF SUB-LABELS AND STRONG GROWTH
FOR SIMPLES AND REVERSA

Reserva

Oficina
RESERVA

Go

mini

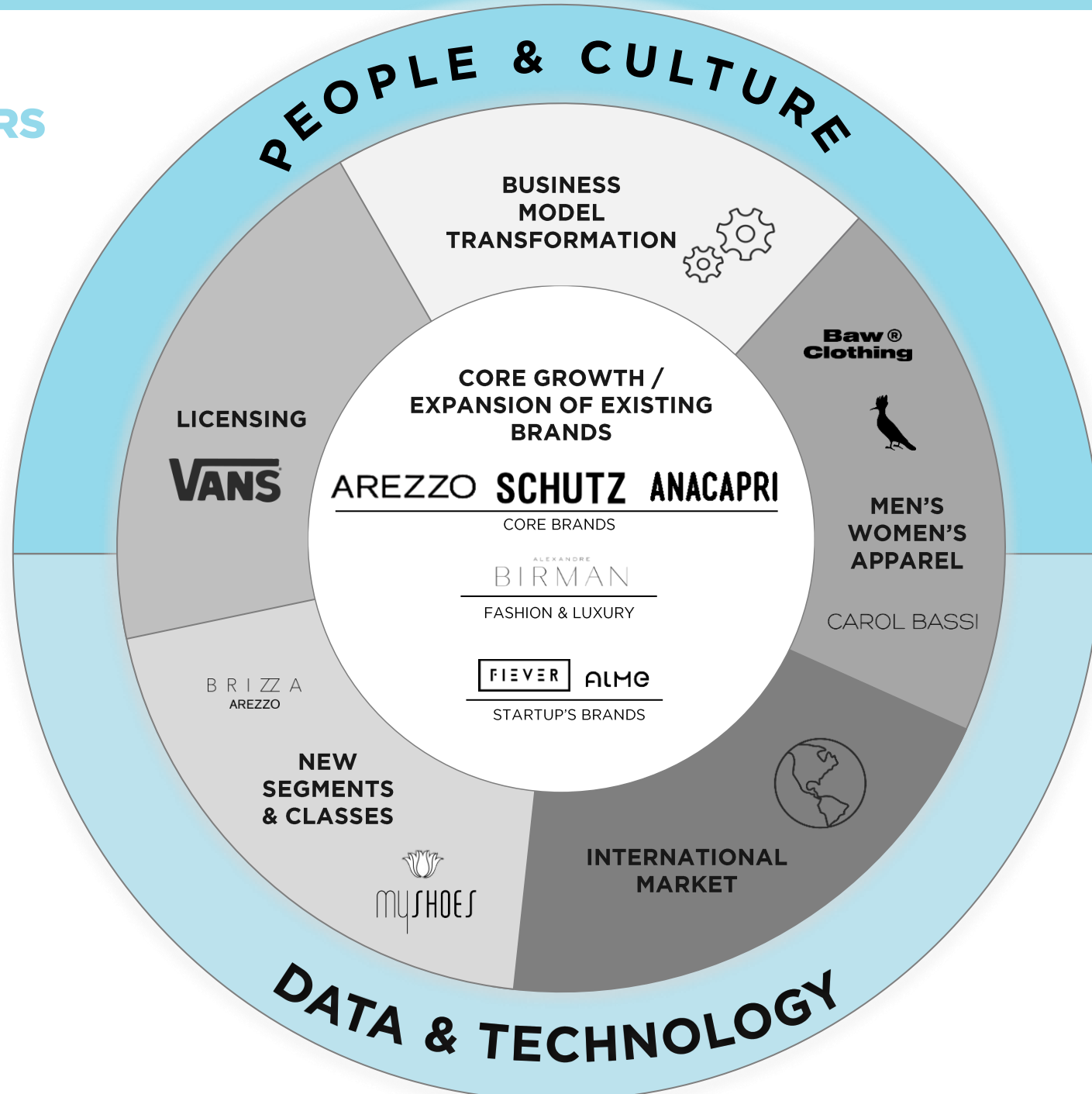
INK

simples

Reversa

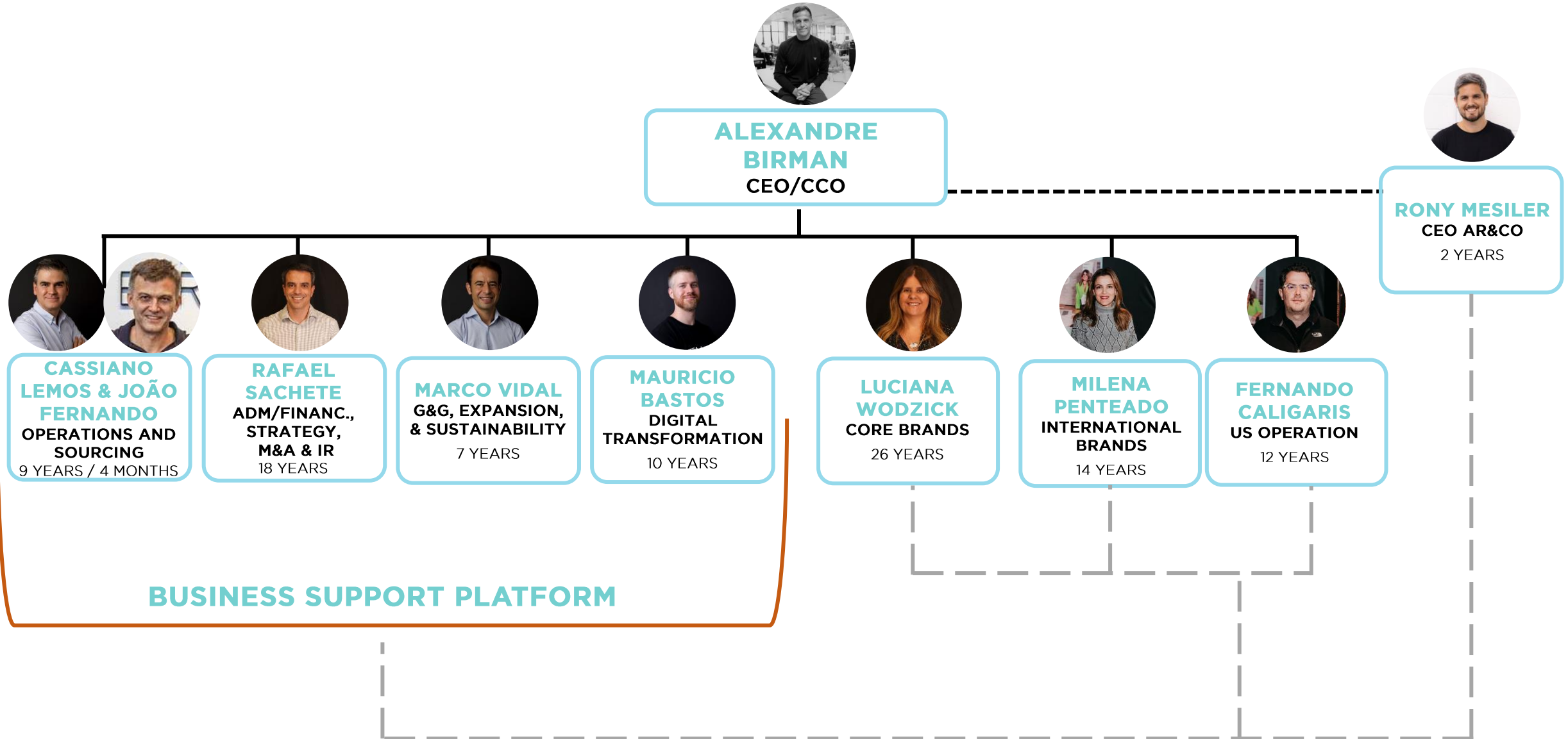
STRATEGY

STRATEGIC PILLARS



AREZZO&CO STRUCTURE

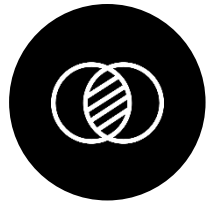
SOLID AND ROBUST PLATFORM IN SUPPORT OF BRANDS AND NEW BUSINESSES



PMI



**ALEXANDRE BIRMAN &
RENATA MOURA**



EXPERIENCE WITH PMI UNDER DIFFERENT TYPES OF NEEDS

We have consolidated experience in different contexts, geographies and segments, and apply this knowledge to developing the Playbook.

100+

PMIs
(in different kinds
of deals and
contexts)



Acquisitions

Supporting companies in **successfully controlling new corporations or assets**, and incorporating this into their business and operations, ensuring the appropriate conditions to capture synergies and achieve the deal's objectives.



Mergers

Steering companies through the effort of joining businesses, understanding the type and purpose of each merger, respecting each company's unique traits and **defining guidelines that will ensure the new company's creation.**



Carve outs

Efficiently running a partial or full spin-off of a parent company's business unit or asset, **ensuring all elements for operation as an independent company.**



Buy and Build

Supporting companies in defining and implementing their platform company development strategy **by means of multiple acquisitions**, ensuring complete integration for value creation and increased returns.

PROJECT OBJECTIVES

- **Structuring a PlayBook** applicable to the reality of Arezzo&Co, based on experience from previous acquisitions, Integration's knowledge, and market benchmarks **to ensure effective integration of NEW integrations.**

NEW "Bring to Life" CYCLE

- The Project has been completed. The availability of the companies' Heads was key to this end, as was the strength of the **Tactical Committee to challenge the *status quo*** and **create a methodology adherent to reality.**
- The **PlayBook is a living tool** and will require the Head of Development to make sure that it is updated based on upcoming experiences.

Construction and Validation Process

Done in concert with the leadership team, taking account of Integration's benchmarks and references, as well as the knowledge, experience and reality of the Arezzo&CO Group

BUILDING THE PLAYBOOK

KNOWLEDGE OF AREZZO&CO + TACTICAL COMMITTEE+ BENCHMARKS

Interviews (30) + frequent meetings with the Tactical Committee and individuals + Benchmarks

ASSUMPTIONS VALIDATION WITH THE STRATEGIC COMMITTEE AND THE BOARD

RECOGNIZING THE TOPIC'S RELEVANCE TO THE PRESENT AND THE FUTURE

Validating types of integration and different realities

DETAILED VALIDATION WITH THE TACTICAL COMMITTEE

PROCESS DEPTH

We have a 200-plus page Playbook organized into 10 chapters that underwent an extensive internal validation process.

AREZZO & CO

- Adriano Strider
- Alini Xavier
- Bianca Faim
- Cassiano Lemos
- Cisso Klaus
- Kurt Richter
- Maíra Anastassakis
- Marcelo Manoel
- Marco Vidal
- Maurício Bastos
- Mauro Friedrich
- Milena Penteadó
- Pietro Giovannelli
- Rafael Jucá
- Rafael Sachete
- Ronara Silva
- Tatiana Perez
- Tiago Toldo

Baw®

- Bruno Karra
- Fernando Frizzatti
- Lucas Karra

Reserva

- Jayme Moszkowicz
- Rony Meisler

SUNSET HG

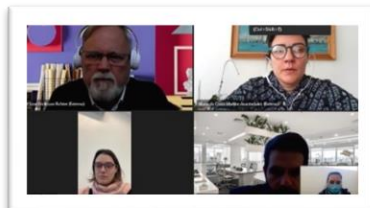
- João Fernando Hartz

CAROL BASSI

- Caio Campos
- Thaira Regina
- Vitorio Saldanha

TROC

- Luanna Toniolo



TIPO DE INTEGRAÇÃO	PL Y BOOK
PLACAMENTO DE MÓDULO As atividades realizadas pela ANEXO&CO podem ser organizadas em 8 tipos. Cada um de tipo demandará um grau de autonomia, de centralização ou "federatização" e autoridade.	
PLACAMENTO DE MÓDULO Aplicação de empresa ao conjunto de empresas que permite a construção de uma rede de negócios com estrutura de negócios.	Reserva
PLACAMENTO DE MÓDULO Aplicação de marca, mas total centralização de funcionalidades.	Baw® CAROL BASSI
PLACAMENTO DE MÓDULO Conexão de um de determinado marca, com direito de centralização.	VARE
PLACAMENTO DE MÓDULO Aplicação de marca, além integrada.	TUQUE
PLACAMENTO DE MÓDULO Aplicação de negócios para suporte de rede de valores de atividades, sem papel transitório no núcleo.	TROC SUNSET
PLACAMENTO DE MÓDULO Aplicação de marcas e outros ativos para o grupo.	HG Mati Calçados

AREZZO & CO	Integrar								
AJUDAS NECESSÁRIAS									
Definidas com base no último comitê de responsabilidade pela validação de cada uma das etapas do processo de integração (vídeo abaixo). Condições aqui os sites do Playbook que cada um de vocês deve usar, considerando a estrutura definida. Porém, recomendamos que vocês tenham a estrutura completa e estejam em alinhamento com o que for necessário.									
REVISÃO DAS SERIES PARA VALIDAÇÃO DE DADOS									
ETAPAS DE VALIDAÇÃO	Adriano	Alini	Caio	Carol	Edmar	Edmar	Edmar	Edmar	Edmar
Desafios	48, 52, 58	48, 52	48 a 58	48 a 58	48, 52, 58	48, 52, 58	48, 52, 58	48, 52, 58	48, 52, 58
Identificação de integração	69 a 82	69 a 82	69 a 82	69 a 82	69 a 82	69 a 82	69 a 82	69 a 82	69 a 82
Identificação de negócio	89 a 94	89 a 94	89 a 94	89 a 94	89 a 94	89 a 94	89 a 94	89 a 94	89 a 94
Proposição e Escopo Day One	102 (integrar)	95, 96 a 102	95 a 107	95 a 107	95 a 107	95 a 107	95 a 107	95 a 107	95 a 107
Phasing e Exec. Transição de Custos	111	108 a 122	108 a 122	108 a 122	108 a 122	108 a 122	108 a 122	108 a 122	108 a 122
Phasing de Integração	136	136	136 a 139	136	136	136	136	136	136
Costing de Integração	143	143	143 a 152	143	143	143	143	143	143
Phasing de Integração	158	158	158 a 162	158	158	158	158	158	158
Phasing de Integração	167	167 a 184	167 a 184	167	167	167	167	167	167

AREZZO & CO	Integrar				
CONSIDERAÇÃO DE IMPACTOS					
Por favor, consultar como maior detalhe em slides as recomendações de gestão por slide do Playbook.					
ID	TIPO DE IMPACTO	NUMERO DO SLIDE	DETALHAMENTO	SERVIDOR DE VALIDAÇÃO	OBSERVAÇÃO ADICIONAL
101	INTEGRAÇÃO	11	Substituição de G&O a nível de P&I. Impacto por meio de Desempenho de Negócios e Impacto por meio de G&O. O impacto por meio de G&O é o impacto por meio de P&I.	Caio Campos	Topo 9 slide
102	INTEGRAÇÃO	91	Definição de marca, mas total centralização de funcionalidades. Não há impacto por meio de G&O.	Caio Campos	Topo 9 slide
103	INTEGRAÇÃO	91	Definição de marca, mas total centralização de funcionalidades. Não há impacto por meio de G&O.	Caio Campos	Topo 9 slide
104	INTEGRAÇÃO	108	Impacto de Transição de Custos por meio de P&I. Impacto por meio de Desempenho de Negócios e Impacto por meio de G&O. O impacto por meio de G&O é o impacto por meio de P&I.	Caio Campos	Topo 9 slide
105	INTEGRAÇÃO	133	Impacto de Transição de Custos por meio de P&I. Impacto por meio de Desempenho de Negócios e Impacto por meio de G&O. O impacto por meio de G&O é o impacto por meio de P&I.	Caio Campos	Topo 9 slide
106	INTEGRAÇÃO	133	Impacto de Transição de Custos por meio de P&I. Impacto por meio de Desempenho de Negócios e Impacto por meio de G&O. O impacto por meio de G&O é o impacto por meio de P&I.	Caio Campos	Topo 9 slide

To support its growth strategy, Arezzo&Co defined acquisition types and assumptions.

Integration types

Tipos de integração		Tipos de integração	Premissas de negócio	Implicações das premissas
PLATAFORMA	Aquisição de empresa ou conjunto de empresas que permite a construção de outros modelos de negócio com ampliação de portfólio			
MARCA COM MERCHANT*	Aquisição de marca, mas todo conhecimento do fundador / "criador"			
MARCA COM LICENCIAMENTO	Concessão de uso de determinada marca, com direito de comercialização			
MARCA	Aquisição apenas da marca, ativo intangível			
SERVIÇOS	Aquisição de negócios para suporte da cadeia de valor da Arezzo&Co. Tem papel transversal na cadeia			
ATIVOS PRODUTIVOS	Aquisição de fábricas e outros ativos para o grupo			

Tão importante quanto **definir as categorizações de tipos de integração** é importante entender **como elas são impactadas pelas premissas de negócio definidas**. Além disso, é importante **garantir que elas sejam revisadas** com o avanço das integrações da Arezzo&Co para garantir aderência à realidade da empresa.

Integration assumptions

Tipos de Integração		Tipos de Integração	Premissas de negócio	Implicações das premissas
Plataforma				
Marca com Merchant				
Marca com Licenciamento				
Marca				
Serviços				
Ativos Produtivos				








Na realidade Arezzo&Co, algumas Premissas de Negócio são comuns para todas as aquisições, independente do momento da entrada.

- PREMISSAS**
- Integrar o CSC (Financeiro, Fiscal, Contábil, Administração de Pessoal, Sesmt e Compras não produtivas), integrar Expansão, Real Estate e Relação com Investidores e implementar o ERP nas aquisições e avaliar adaptações para Plataforma
 - Ter visibilidade e controle financeiro da empresa (ex: controle do caixa e dos resultados)
 - Alinhar e coordenar as iniciativas e projeto de TI à Estratégia de Tecnologia de Informação da Arezzo&Co
 - Realizar a integração dos dados da empresa incorporada e seguir políticas de segurança da informação da Arezzo&Co
 - Ajustar estratégia de integração para capturar ágio e outras oportunidades tributárias e fiscais nas integrações
 - Centralizar áreas jurídicas/auditoria, Sustentabilidade e Relações Institucionais
 - Alinhar o direcionamento das políticas de Recursos Humanos
 - Liderar o esforço coordenado para obter sinergias e alinhar métricas e KPIs
 - Inserir a empresa adquirida no modelo de governança de gestão de resultados e orçamento (Ns) Arezzo&Co
 - Adequar as práticas e costumes da organização à cultura de compliance da Arezzo&Co
 - Manter a identidade e a marca das empresas adquiridas, no caso do modelo de aquisição "Plataforma", "Marca com Merchant", "Marca com Licenciamento" e "Marca"

Integration Types






Arezzo&Co's acquisitions are currently organized into 6 type. Each type will demand a certain degree of autonomy, centralization, standardization and speed.

ILLUSTRATIVE EXAMPLES

BRANDS PLATFORM	Acquisition of a company or group of companies to enable building other business models and expanding the portfolio	
BRAND WITH MERCHANT *	Acquisition of a brand, but the entire knowledge is the founder's/creator's	 CAROL BASSI
BRAND WITH LICENSING	Licensing the use of a certain brand with selling rights	
BRAND	Acquisition of the brand as an intangible asset alone	
SERVICES	Acquisition of businesses to support Arezzo&Co's value chain. Plays a transversal role throughout the chain	 
PRODUCTIVE ASSETS	Acquisition of plants and other assets for the group	 Malu Calçados

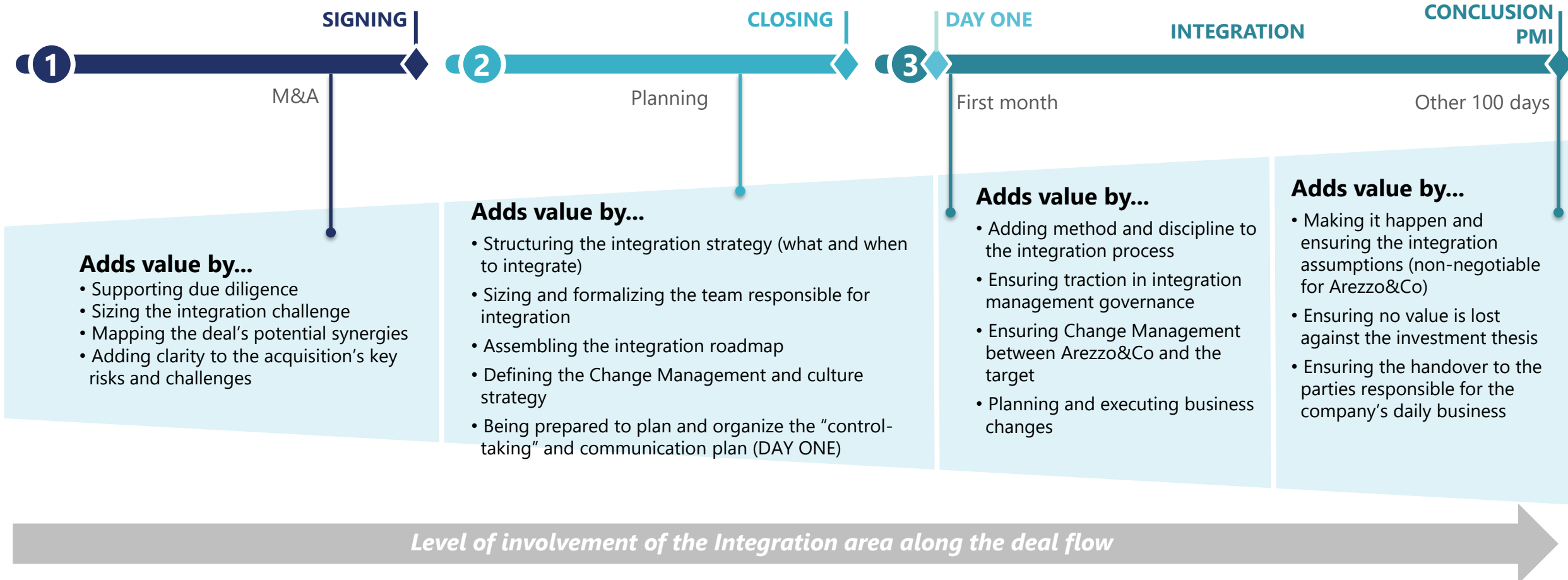
New integration types may be included in support of AREZZO&CO's strategy

Certain Business Assumptions are shared by all acquisitions, regardless of the target company's moment.

DIMENSIONS	ASSUMPTIONS
Shared Services 	<ul style="list-style-type: none">• Integrate the CSC (Financial, Tax, Accounting, People Mgmt, OSHA and Non-Productive Procurement), Expansion, Real Estate and IR) and implement ERP in acquisitions, abiding by the SLAs, as well as assessing Platform adaptations.
Corporate 	<ul style="list-style-type: none">• Visibility and financial control of the company (e.g.: control of cash and earnings)• Align and coordinate IT initiatives and project with Arezzo&Co's Information Technology Strategy• Carry out integration of the target's data and abide by Arezzo&Co's information security policies• Adjust integration strategies to capture goodwill and other tax and fiscal opportunities in integrations• Centralize the Legal/Audit, Sustainability and Institutional Relations areas• Align the direction of Human Resources policies
Operations 	<ul style="list-style-type: none">• Lead the coordinated effort to secure synergies, where applicable, and align metrics and KPIs
Culture & Leadership 	<ul style="list-style-type: none">• Include the target company in Arezzo&Co's earnings management and budgeting governance model (Ns)• Adjust the organization's practices and uses to Arezzo&Co's compliance culture
Brand 	<ul style="list-style-type: none">• Maintain the target companies' identity and brand, in the event of "Platform" acquisitions, "Brand with Merchant", "Brand with Licensing", and "Brand"

Structure | How the Integrations team adds value to the deal flow

Given the Integration assumptions and Arezzo&Co's culture, the Integrations team contributes at different points along the Deal Flow.



The integration team is sized to operate throughout the deal flow.

Best practice underscores that the sooner the Integration team enters the deal flow, the better the odds of a successful PMI.

1 INTEGRATION AREA STRUCTURE & GOVERNANCE

This chapter **introduces the structure and governance design required by the Integration area**, which is the Playbook's warden, and details governance in terms of form and content

2 INTEGRATION PROCESS

Details the 10 stages of the Integration process, organizing knowledge, detailing tools, templates and roles.

STRUCTURE

- Organizational Structure Design for the Integration Area
- Design of the dynamics and Q&A for the areas involved
- Professional Profiles Description
- Area-Sizing Spreadsheet

GOVERNANCE

- Integration projects governance
- Internal governance for the area and with the Executive Board
- Project reporting framework
- Work fronts proposal/example
- Rituals design

INTEGRATION PROCESS

- Organizing the Integration Process covering Signing, Closing, Day One and PMI Conclusion; to include:
 - Executive Description of each Stage
 - Details on each stage's purpose, inputs and outputs, supporting tools, main activities, deliverables, points for attention, and each party's role
 - Reference materials and templates

Key Messages

Arezzo&Co is driven to make it happen, with the following being key:



TEAM DEDICATED TO INTEGRATION

Ensure the presence of dedicated Integration professionals and their involvement **beginning with Due Diligence, understanding the investment thesis, and business levers with knowledge of Arezzo&CO's reality.**



CLEAR STRATEGY

Define, for each **integration, what must and must not be done and major movements. Make and support the necessary decisions,** so that **no time is lost and so that the expected value and synergies are captured.**



CLARITY FOR THE TARGET COMPANY

The Integration Strategy and major movements **must be aligned with and communicated to** the Target Company's leaders.



KNOW THE CULTURE

The cultures of Arezzo&CO and the target company have direct influence on the business strategy, on leaders' behavior, and on the working style. **"Know thyself" must pervade the integration process.**



MAKE DECISIONS HAPPEN

Respecting the assumptions means putting them into practice, the Executive Committee must support the implementation and understand timing vs. pressure for capture.



KEEP THE PLAYBOOK ALIVE

AREZZO&CO has been successful in its integrations and the Playbook consolidates the best practices, supporting the House of Brands strategy.

SUPPORT PLATFORM



RAFAEL SACHETE

SUPPORT PLATFORM - INTEGRATIONS

ALL INTEGRATIONS HAD DIRECT OR INDIRECT INTERFERENCE FROM THE SUPPORT PLATFORM

2020
INTEGRATION DONE IN 2 MONTHS
VANS

2021/22
INTEGRATION DONE IN 1 YEAR, COMPLETED IN JAN/22
Reserva

2021/22
INTEGRATION DONE IN 3 MONTHS, COMPLETED IN FEB/22
PLANT IN ALAGOINHAS - BA

2021/22
INTEGRATION COMPLETED IN 1 YEAR - APR/22
Baw® Clothing

2022
INTEGRATION DONE IN 7 MONTHS
TROC

2022
INTEGRATION UNDER WAY
CAROL BASSI

AREAS

TECHNOLOGY SERVICES

EXPANSION

PERSONNEL

MANAGEMENT

FINANCIAL

ACCOUNTING

FP&A

AUDIT

LEGAL

SUPPORT PLATFORM AREAS

SUPPORT PLATFORM AREZZO&CO



RAFAEL SACHETE
CHIEF ADM/FINANCIAL
OFFICER
18 YEARS



MAÍRA ANASTASSAKIS
LICEN. M&A, STRATEGY AND
PMI OFFICER
10 YEARS



ADRIANO NUNES
ADM/FINANCIAL OFFICER
9 YEARS



BIANCA FAIM
EXECUTIVE
M&A & STRATEGY
MANAGER
1 YEAR



KURT RICHTER
PMI CONSULTANT
19 YEARS



VICTORIA MACHADO
IR MANAGER
5 YEARS



SILVANI BERGGRAV
CORP.
PROCUREMENT
MANAGER
21 YEARS



DANIELE FLOR
FP&A
MANAGER
11 YEARS



LUCIANA STEFFENS
LEGAL
MANAGER
5 YEARS



KARINA COELHO
EXECUTIVE FINANCIAL
MANAGER
9 YEARS



ELAINE ANJOS
EXECUTIVE
ACCOUNTING AND TAX
MANAGER
29 YEARS



TAIS WEBER
ACCOUNTING AND
TAX MANAGER
10 YEARS



MARIANNA FERNANDES
INTERNAL AUDIT
MANAGER
9 YEARS

SUPPORT PLATFORM OPERATIONAL



RAFAEL SACHETE
CHIEF ADM/FINANCIAL
OFFICER



VICTORIA MACHADO

INVESTOR RELATIONS

- INVESTOR RELATIONS
- RESULTS ANNOUNCEMENT
- CONFERENCES



MAÍRA ANASTASSAKIS



BIANCA FAIM

STRATEGY & M&A

- DIRECTING THE LONG-TERM STRATEGY AND ENABLING ORGANIC GROWTH
- ENABLING INORGANIC GROWTH
- MAPPING MARKET OPPORTUNITIES



SILVANI BERGGRAV

CORPORATE PROCUREMENT

- NEGOTIATING WITH SUPPLIERS
- SUPPORTING THE TAX REPORTING PROCESS



DANIELE FLOR

FP&A

- MONTHLY EARNINGS ANALYSES
- PROJECT BUILDING
- ANNUAL BUDGET



ADRIANO STRIDER



LUCIANA STEFFENS

LEGAL

- LEGAL CONSULTING AND ADVICE
- CONTRACTS MANAGEMENT, BRAND PROTECTION, LABOR, CONSUMER, TAX AND CORPORATE LAW
- SUPPORTING COMPLIANCE



KARINA COELHO

FINANCIAL

- CASH FLOW MANAGEMENT
- OPERATIONAL SUPPORT TO CUSTOMERS



ELAINE DOS ANJOS

ACCOUNTING & TAX

- TAX ANALYSIS AND CALCULATIONS
- FINANCIAL STATEMENTS
- SUPPORTING EXTERNAL AUDIT



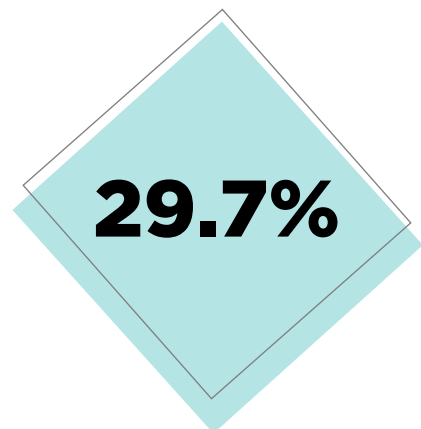
MARIANNA FERNANDES

INTERNAL AUDIT

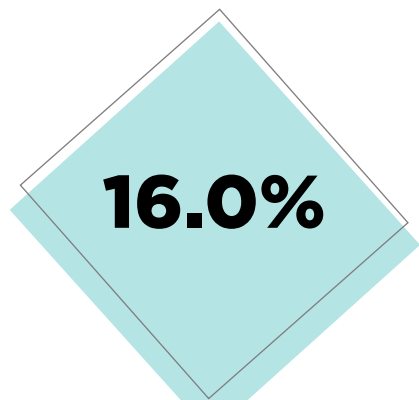
- INTERNAL PROCESS AUDITS
- INTERNAL AND EXTERNAL ETHICS COMPLIANCE
- LOSS PREVENTION

ROBUST AND FORTIFIED PLATFORM SERVING NEW ACQUISITIONS IN A SCALABLE WAY

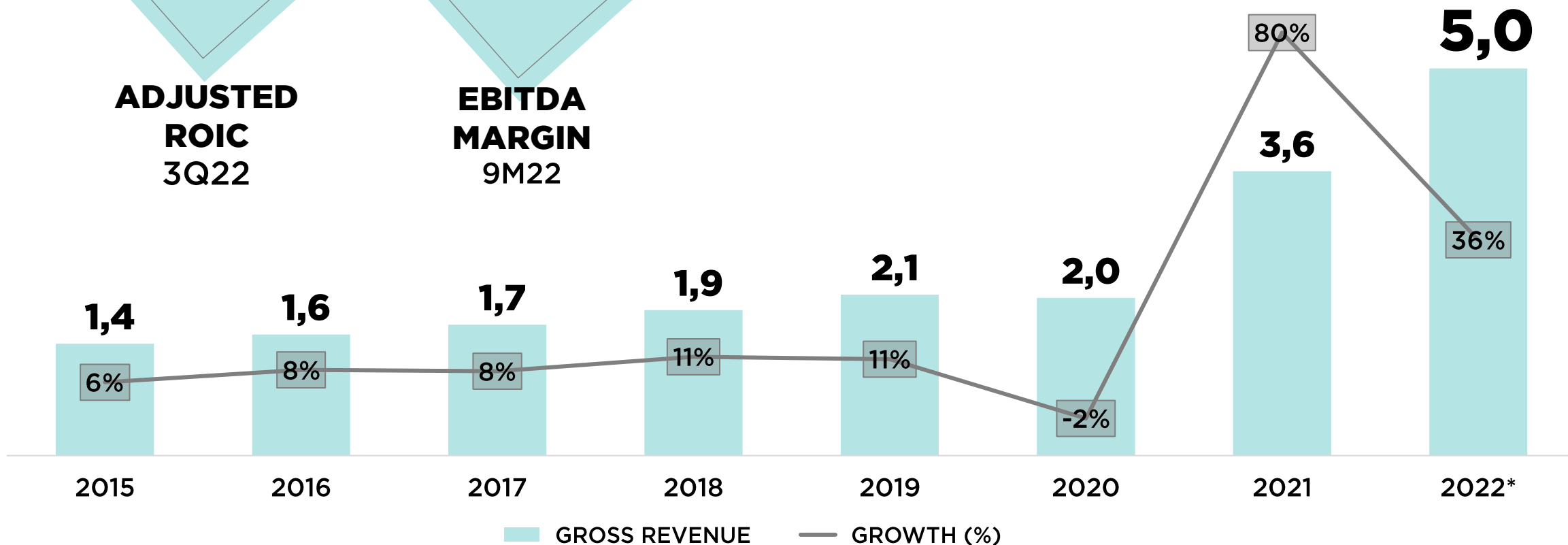
STRONG TRACK RECORD



**ADJUSTED
ROIC
3Q22**



**EBITDA
MARGIN
9M22**



DIGITAL TRANSFOR MATION



MAURICIO BASTOS

HOUSE

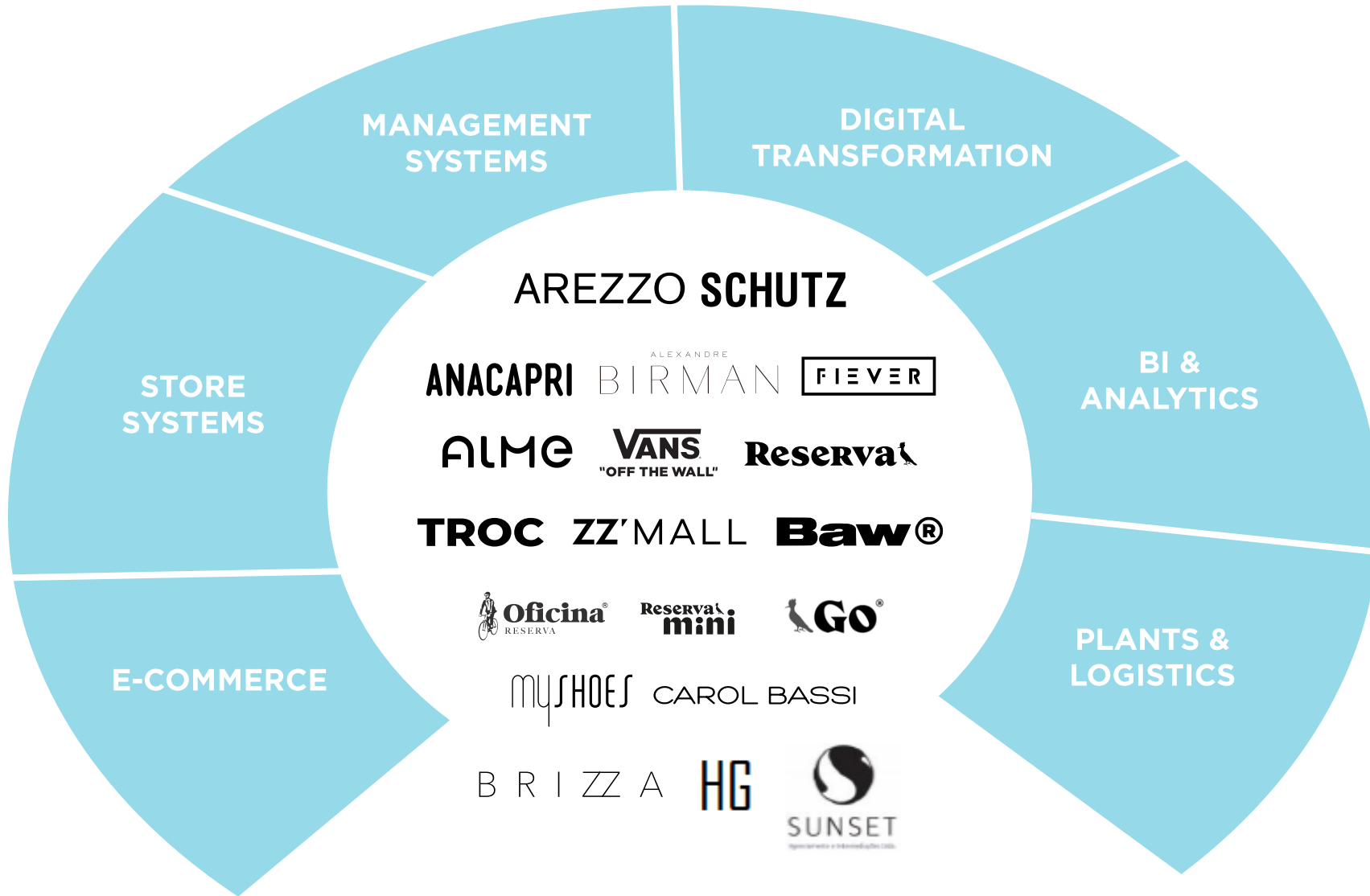
TECHNOLOGY ARCHITECTURE

OF

TECH

BEYOND A HOUSE OF BRANDS: A HOUSE OF TECH

A TECHNOLOGY PLATFORM IN SUPPORT OF A BRANDS PLATFORM



PEOPLE

+

PROCESSES

+

TECHNOLOGY

BEYOND A HOUSE OF BRANDS: A HOUSE OF TECH

OUR ABILITY TO INTEGRATE AND ACCELERATE NEW BRANDS AND OPERATIONS

NEW M&A INTEGRATION PROCESS WITH A STANDARD INTERFACE AND A SPECIALIZED TEAM

AR&CO

CAROL BASSI

HG

Baw®



100% OF FINANCIAL, ACCOUNTING AND TAX OPERATIONS INTEGRATED INTO THE ERP

mySHOES

VANS
"OFF THE WALL"

Baw®

AR&CO

DEVELOPMENT OF E-COMMERCE AND INTEGRATED DIGITAL OPERATION

CAROL BASSI

mySHOES

VANS
"OFF THE WALL"

CONSOLIDATING MASTER DATABASES INTO A CENTRAL DATA BANK

CAROL BASSI

mySHOES

VANS
"OFF THE WALL"

Baw®

AR&CO

CUSTOMER



THE CUSTOMER AT THE CENTER

ENGAGEMENT, RELATIONSHIP AND LOYALTY



AREZZO
& CO + AR&CO

12M

UNIQUE TAX IDs 2021 - 9.7M

+23%

GROWTH OF THE
BETWEEN 2021 AND
2022 (Arezzo&Co +
AR&Co)

SYNERGY - CROSSBRANDING

40%

OF ACTIVE **AR&CO CUSTOMERS**
ALSO SHOP

AT LEAST ONE AREZZO&CO BRAND

* PERIOD: 3Q21 X 3Q22

THE CUSTOMER AT THE CENTER

REDUCED ACQUISITION COST AND INCREASED LTV

AREZZO
&CO + AR&CO

ACTIVE
BASE

+26%

3Q22 X 3Q21

OMNI
BASE

+25%

3Q22 X 3Q21

LTV*
AREZZO&CO

+39%

3Q22 X 3Q21

AREZZO
&CO + AR&CO

733M

REVENUES
GENERATED BY
THE OMNI BASE
(+51% x LY)

DATA

A NEW FRAMEWORK FOR A NEW MOMENT

CONTINUED EVOLUTION TO CAPTURE VALUE AND SUPPORT GROWTH STRATEGIES'

DATA: A NEW FRAMEWORK FOR A NEW MOMENT

STRATEGIC PROJECT, WITH INTEGRATED VISION AND DELIVERING IMPROVED PERFORMANCE

360° VIEW

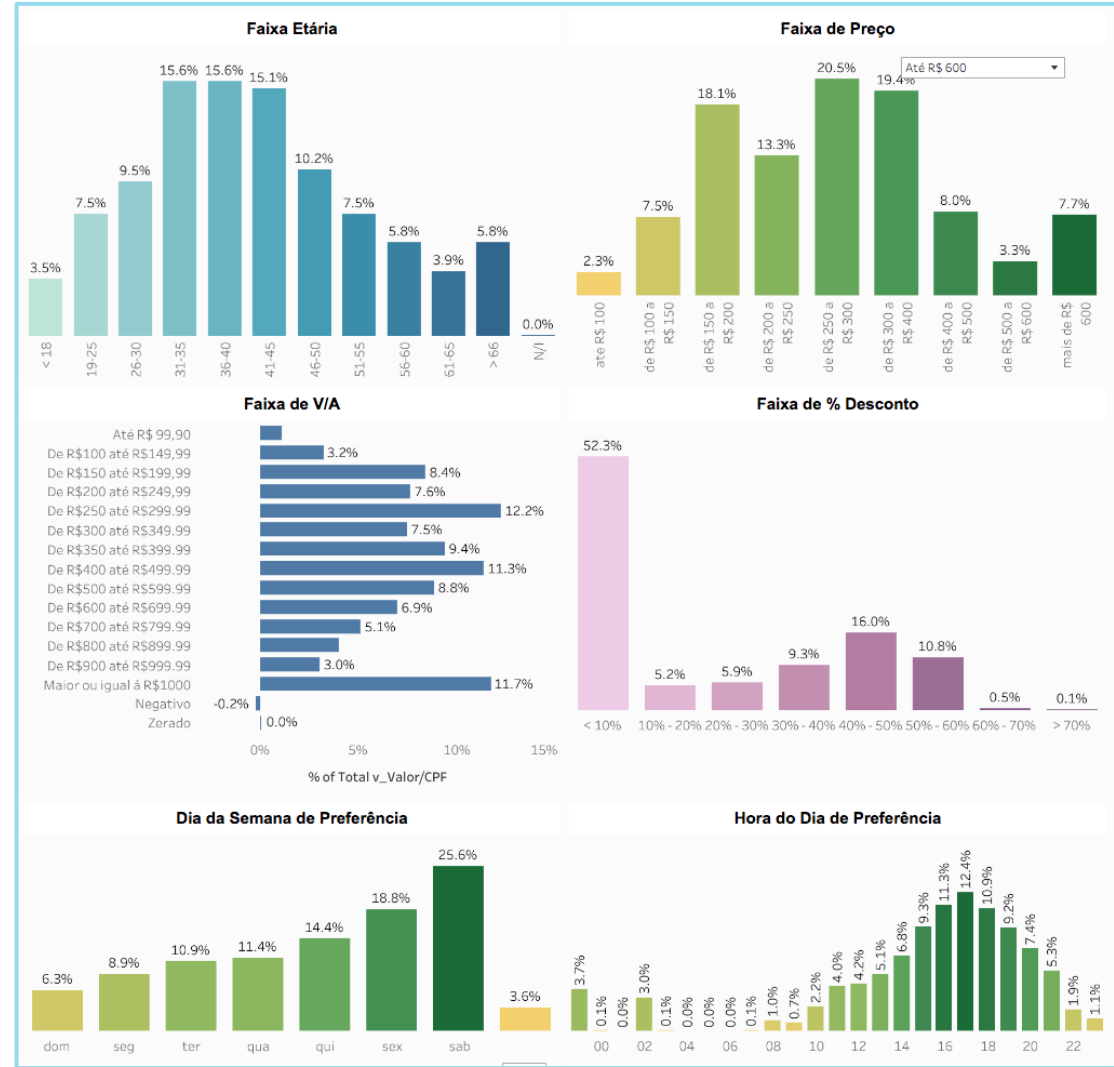
NEW ARCHITECTURE TO STRENGTHEN THE 360° VIEW OF THE BUSINESS AND SUPPORT GROWTH

TEAM INCREASED TO ENHANCE EVOLUTION CAPACITY

DATA LITERACY TO BOOST THE DATA USAGE CULTURE

EVOLVING DASHBOARDS FOR QUICK INSIGHTS

APPLICATION OF ADVANCED ANALYTICS TO OPTIMIZE SELL IN AND CORE BUSINESS



12

AREAS SERVED

600

DASHBOARDS USED FOR
THE COMPANY'S ROUTINES

606

REGULARLY ACTIVE
USERS

300

DAILY AVERAGE USERS
ACCESSING THE TOOLS

920

DAILY AVERAGE
DASHBOARD
VIEWING

DEVELOPMENT OF

**4 DATA
PRODUCTS WITH
ALGORITHMS**

INTEGRATED WITH TRANSACTIONAL
SYSTEMS, SUPPORTING DECISION-
MAKING AT THE AREAS

NEW DATA ARCHITECTURE

DIGI TAL REVENUES

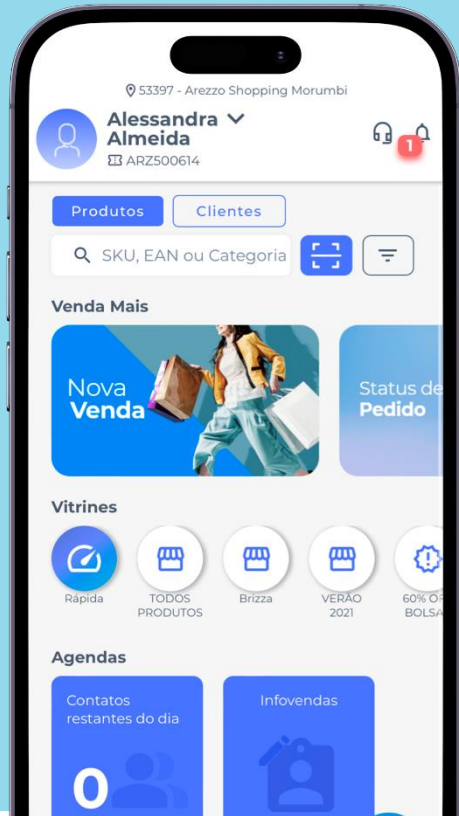


OMNICHANNEL + DIGITAL TOOLS

INFLUENCED REVENUES
(SALESPERSON APP)

559M

INFLUENCED SELL OUT 9M22



+76%

22x21

29%

AREZZO&CO SELL OUT

40%

AREZZO SELL OUT

CHANNELS
INTEGRATION
JAN-SEP22

100M

STORE SHIPPING/
PICK UP IN STORE
VOUCHER

+57%

22x21

INNOVATION
PROJECTS
JAN-SEP22

+48M

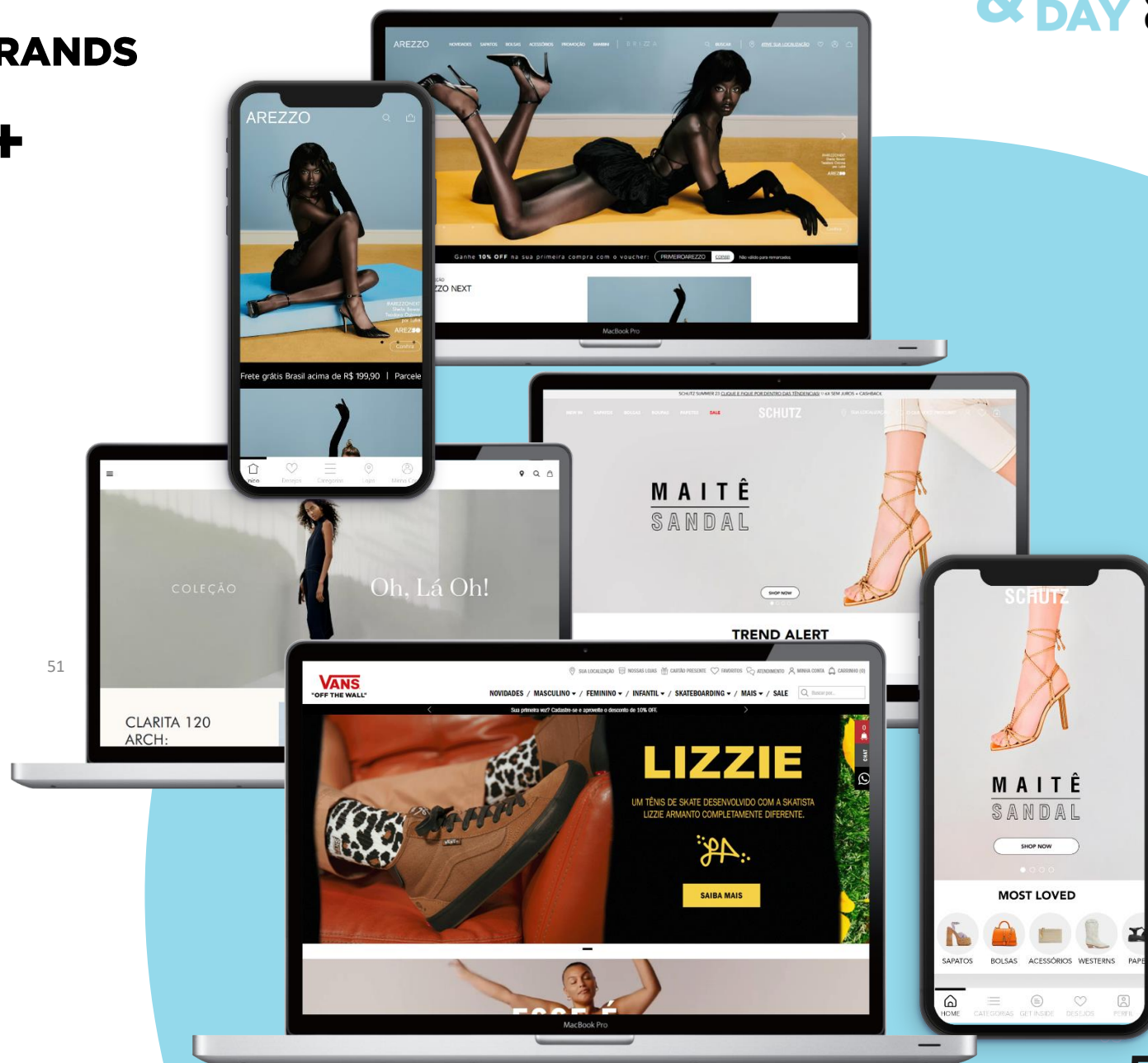
AREZZO&CO E-COMMERCE

NEW ARCHITECTURE AND UX FOR ALL BRANDS

HEADLESS FRONT-END + MICRO-SERVICES

10 NEW WEBSITES

2 NEW APPS



E-COMMERCE +
APP

AREZZO SCHUTZ

E-COMMERCE

ALEXANDRE
BIRMAN
mySHOES

CAROL BASSI

VANS
"OFF THE WALL"

AREZZO&CO E-COMMERCE

CONTINUED GROWTH OVER THE YEARS

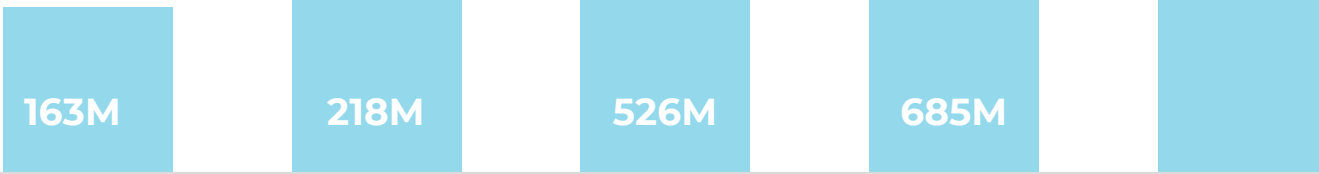
GMV REVENUE (JAN-SEP 2022)

637M

+35% GROWTH YOY

+30%
vs. 2019

+34%
vs. 2018



2018 2019 2020 2021 2022

CAGR

2017-2021

AREZZO
& CO

E-COMMERCE
IN BRAZIL

+69%

+35%

VISITS

GROWTH VS. 21 YTD

2017-2021 CAGR

171M

+24%

+28%

ORDERS

1.6M

APP REVENUES 238M

REVENUES

+77%

vs. 2021

SHARE

39%

OF GMV

DOWNLOADS

5M

IN 2022

+CONNECTE

+LOYAL



SCHUTZCIETY

SCHUTZ SUBSCRIPTIONS CLUB

3.6M

SUBSCRIPTION REVENUES

(YTD 2022)

SHOPPING FREQUENCY

6X GREATER

WAITING LIST

+40K



ONE STOP SHOP 1P

+138%

GROSS
REVENUE

21 VS. 2022 YTD (SEPTEMBER)

12M

WEBSITE VISITS +117% VS. 21

SHOPPING FREQUENCY

45% GREATER
AMONG ZZPAY USERS

SOURCES OF GROWTH

NEW CONNECTIONS

OMNICHANNEL, WITH DIGITALIZATION AND INVENTORY INTEGRATION WITH MULTIBRAND AND PLANTS

ZZ INFLUENCER

LEVERAGING INFLUENCER MARKETING, REINFORCING FASHION AUTHORITY AND INCREASING BRAND RECOGNITION CAPILLARITY

CORPORATE SALES

PARTNERSHIP WITH COMPANIES TO OPEN UP A NEW BUSINESS MODEL INTENDED TO CAPTURE ORDERS AT SCALE BY PROSPECTING B2B CUSTOMERS

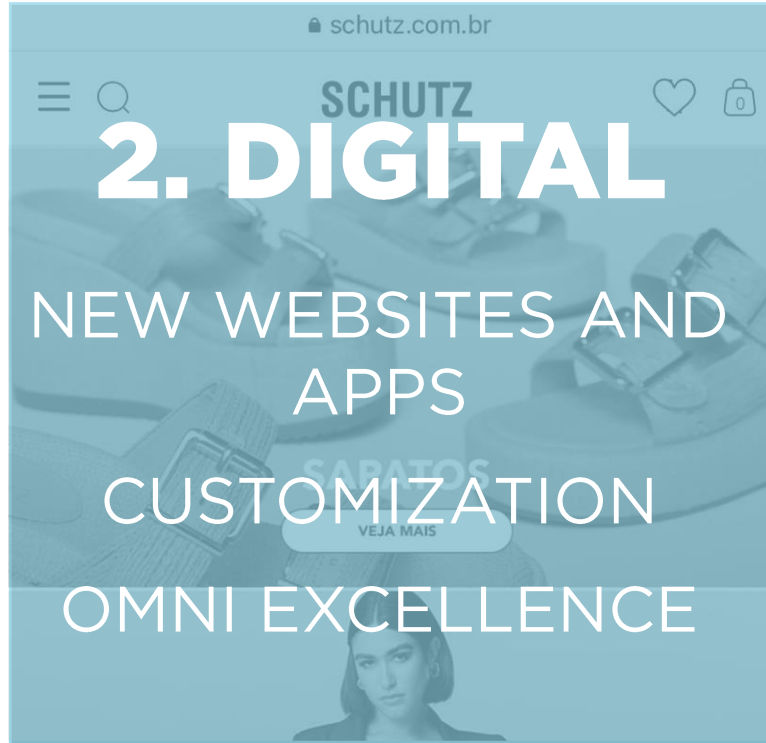


WHAT'S

NEXT?

WHAT'S NEXT

STRENGTHENING THE GROUP'S DIGITAL AGENDA WITH AGNOSTIC,
INTEGRATABLE AND SCALABLE SOLUTIONS



**AREZZO
&CO** + **AR&CO**

SUPPLY CHAIN



**CASSIANO LEMOS E
JOÃO FERNANDO**

SUPPLY

**INTEGRATED SUPPLY-CHAIN
MANAGEMENT**

CHAIN

DURING THE PANDEMIC, OUR VERTICALIZATION AND BUSINESS MODEL WERE AN EVEN GREATER DISTINCTION



FROM THE HANDS OF CRAFTSMEN TO CUSTOMERS' FEET SINCE 1972



MANUFACTURING

SYMBIOSIS

RETAIL



LOJA AREZZO
Rua Oscar Freire
São Paulo

FOOTWEAR “SOFTWARE PLANT” + INTEGRATED SUPPLY MANAGEMENT

COLLECTION
PLANNING

TRENDS
SURVEY

PRODUCT
DEVELOPMENT

SELL-IN

PRODUCTION

DISTRIBUTION

STORE

IN-HOUSE PRODUCT
DEVELOPMENT

INTEGRATED SUPPLY
MANAGEMENT

SELL-OUT DRIVEN
MODEL

FOOTWEAR “SOFTWARE
PLANT”

**COST-PLUS MODEL,
WITH FIXED MARGINS, WITH
EVERYONE WORKING BASED ON
STORE SELLING PRICE AS A TARGET**

MONITORING AND
RAPID RESPONSE

STORES SELL-OUT FEEDBACK

THERE ARE 3 MAJOR EVOLUTION FRONTS TO MAKE OUR SUPPLY CHAIN EVEN MORE INTEGRATED AND AGILE

FRONT 1

MERCHANDISING & SUPPLIES

COLLABORATIVE
COLLECTION
BUILDING

DATA AND
ANALYTICS FOR
ASSORTMENT
DEFINITION

IN-SEASON
MANAGEMENT
AND RAPID
RESPONSE

FRONT 2

SOURCING & LOGISTICS

SYNCHRONIZED
DEMAND AND
PRODUCTION
CAPACITY

REDUCED LEAD
TIME
(B2B & B2C)

FRONT 3

CHANNEL INTEGRATION

TOTAL STORE VS
ONLINE INTEGRATION



AGILE CONNECTION BETWEEN A CUSTOMER'S WISH, WHEREVER SHE MAY BE, AND THE DESIRED PRODUCT, WHEREVER IT MAY BE

THERE ARE 3 MAJOR EVOLUTION FRONTS TO MAKE OUR SUPPLY CHAIN EVEN MORE INTEGRATED AND AGILE

FRONT 1

MERCHANDISING & SUPPLIES

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AGILE CONNECTION BETWEEN A CUSTOMER'S WISH, WHEREVER SHE MAY BE, AND THE DESIRED PRODUCT, WHEREVER IT MAY BE

SOURCING

**AGILE,
FLEXIBLE AND
SCALABLE**

AREZZO&CO SOURCING OVERVIEW

OUR SUPPLIERS NETWORK BY THE NUMBERS

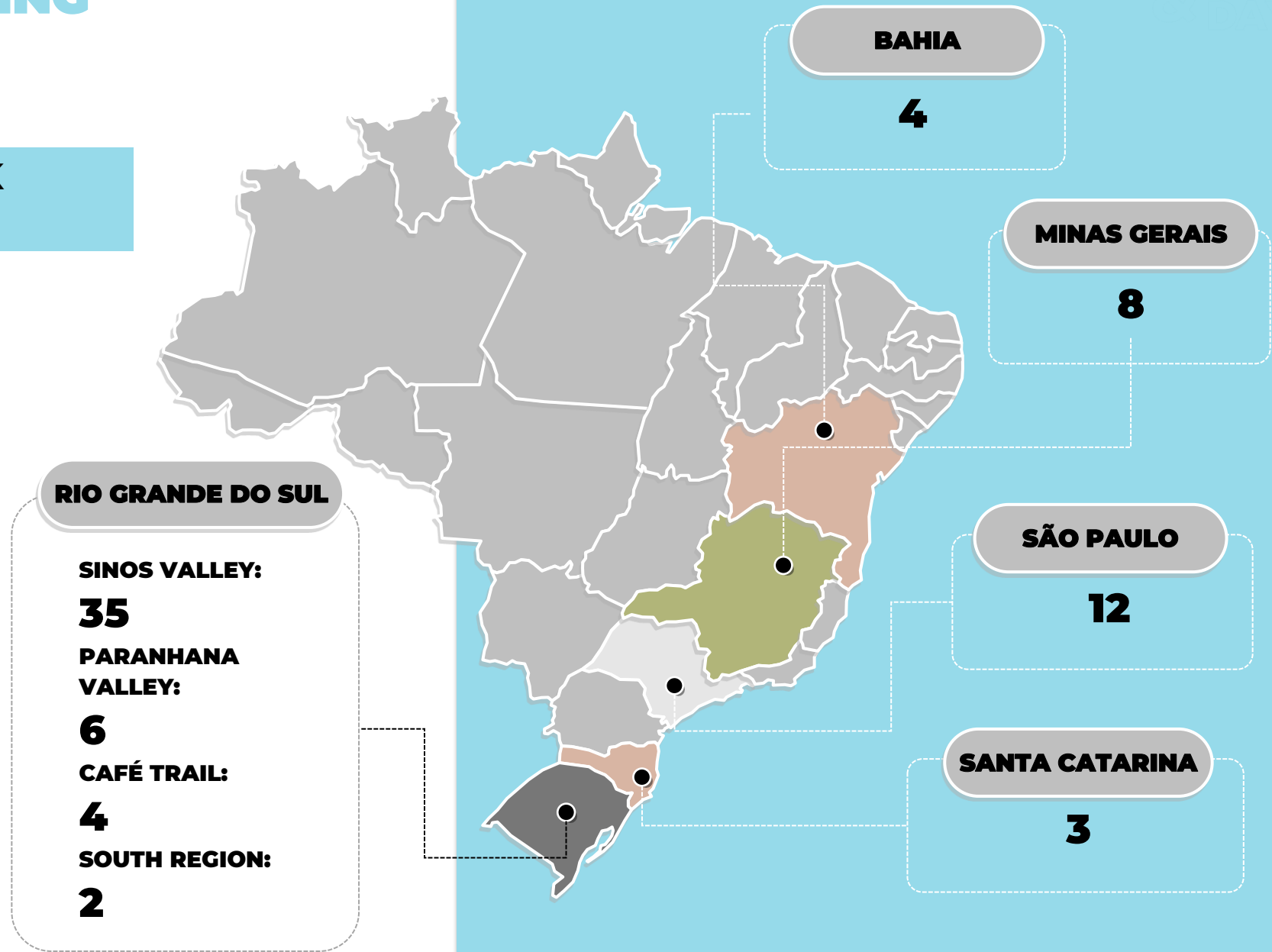
PRODUCTION:

2021:
12.8M PAIRS
1.3M HANDBAGS

2022:
14.9M PAIRS
1.7M HANDBAGS

(YTD JAN-SEP)

**NETWORK 100% ABVTEX-
CERTIFIED BY DEC-22**



IN 2022, THERE WERE IMPORTANT MOVES IN CONNECTION WITH OUR SOURCING

OWNED PLANTS

NEW PLANT IN VERANÓPOLIS/RS (4Q21)

NEW PLANT IN ALAGOINHAS/BA (1Q22)

AR&CO: NEW ON-DEMAND PLANT IN RIO (1Q22)

SUNSET TAKEOVER

INCREASED SOURCING CAPACITY

STRENGTHENED PRODUCT CULTURE

INCREASED EXPORTS

HG TAKEOVER

VERTICALIZATION OF THE BAGS R&D PROCESS

INCREASED AGILITY AND EFFICIENCY/MARGIN FOR BAGS

STRENGTHENING OUR SOURCING MODEL AND PRODUCT CULTURE

LOGISTICS

**REDUCED
LEAD TIME**

SPEED



EFFICIENCY

B2C

+96%

**ON-TIME
DELIVERIES (OTD)**

ITEMS SHIPPED

+17M

**GROWTH OF
15% VS 21**

B2B

-1 DAY

**DECREASE IN STORE
DELIVERY TIME**

SHIPPING

-0.4 P.P

**DECREASE IN SHIPPING
COST OVER
NET RENEVUE**

ON THE LOGISTICS FRONT, WE HAVE BEEN INVESTING IN EXPANDED OPERATIONAL CAPACITY AND EVOLVING THE DISTRIBUTION MODEL

LOGISTICS EXPANSION

NEW RIO DC (AR&CO)

OPENING IN MAR/22

5,000 SQ.MT



12,000 SQ.MT

NEW ES DC (AREZZO&CO)

OPENING IN JAN/23

22,000 SQ.MT



40,000 SQ.MT

MERCHANDISING & SUPPLIES

**MERCHANDISING & SUPPLIES
EVOLUTION**

THERE ARE 3 MAJOR EVOLUTION FRONTS TO MAKE OUR SUPPLY CHAIN EVEN MORE INTEGRATED AND AGILE

FRONT 1

MERCHANDISING & SUPPLIES

COLLABORATIVE
COLLECTION
BUILDING

DATA AND
ANALYTICS FOR
ASSORTMENT
DEFINITION

IN-SEASON
MANAGEMENT
AND RAPID
RESPONSE

FRONT 2

SOURCING & LOGISTICS

SYNCHRONIZED
DEMAND AND
PRODUCTION
CAPACITY

REDUCED LEAD
TIME
(B2B & B2C)

FRONT 3

CHANNEL INTEGRATION

TOTAL STORE VS
ONLINE INTEGRATION

AGILE CONNECTION BETWEEN A CUSTOMER'S WISH, WHEREVER SHE MAY BE, AND THE DESIRED PRODUCT, WHEREVER IT MAY BE

RESERVA GO – TWO YEARS IN ONE

EXAMPLE OF APPLICATION OF THE “PLUG AND PLAY” PLATFORM

NEW SELL IN MODEL



- NEW LAUNCH CALENDAR
- HIGH COLLECTION FREQUENCY
- E-SHOWROOM
- RAPID RESPONSE
- INCREASED ASSORTMENT ASSERTIVENESS

SELL OUT EVOLUTION



- WEEKLY CUSTOMER COMMUNICATIONS CALENDAR
- MONTHLY NEWS
- 360 MARKETING WITH ALL CHANNELS
- OWNED STORES EXPANSION

NEW PRODUCT LINES



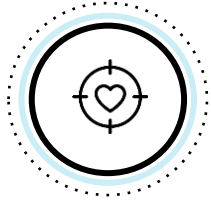
- GAINS ON EXISTING LINES – RSV, MINI AND SLIPPER
- LAUNCH OF THE WOMEN'S FOOTWEAR CATEGORY
- EXPANSION OF THE ACCESSORIES CATEGORY

SALES UP +103% IN 2022*

SER PROJECT

NEW SUPPLY AND RELATIONSHIP MODEL

PROCUREMENT



ASSERTIVE PROCUREMENT DECISIONS

INCREASED ASSERTIVENESS OF THE ASSORTMENT DEFINITION MODEL (WHAT TO BUY, HOW MUCH TO BUY), INTEGRATING THE NETWORK'S WISDOM WITH ADVANCED ANALYTICS TOOLS

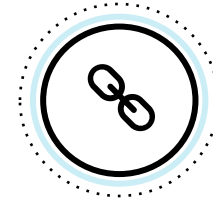
RESTOCKING



MORE AGILE AND FLEXIBLE RESTOCKING

REDUCED RESTOCKING TIMES AND MORE AGILE RESPONSE TO DEMAND THROUGH OMNI INVENTORIES TO RESTOCK THE ENTIRE CHAIN ON AN OPEN GRID

RELATIONSHIP



CAPTURING THE OMNICHANNEL POTENTIAL

ADJUSTMENT TO THE FRANCHISE NETWORK'S COMPENSATION AND COMMISSIONS MODEL, ASSOCIATED WITH THE EXCELLENCE PROGRAM (OMNI FRANCHISE SEAL)

PRE-SEASON

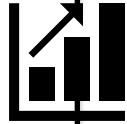
IN SEASON

DEVELOPMENT OF DECISION-SUPPORT TECHNOLOGY AND SYSTEMS

SER PLATFORM

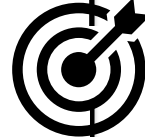
ZZ PLANNING

- **DEMAND AND OTB PLANNING AND MANAGEMENT**
- **RECOMMENDED PROCUREMENT BY STORE AND CATEGORY** THROUGH AN ANALYTICAL SALES FORECASTING MODEL AND MERCHANDISING ALLOCATION



ZZ ASSORTMENT

- **RECOMMENDED IDEAL PROCUREMENT GRID BY SIZE** ACCORDING TO EACH PRODUCT'S AND STORE'S CHARACTERISTICS
- **ORDERS EDITING** CONCENTRATING PROCUREMENT ON MOST DESIRED PRODUCTS IN SELL-IN TERMS ("WISDOM OF THE CROWDS" + ANALYTICAL MODEL)



ZZ REPA

- **RAPID RESTOCKING FOR CONTINUED AND COLLECTION ITEMS** USING AN OMNI INVENTORY ON AN OPEN GRID



ZZ 6Rs

- **6 R MANAGEMENT:**
 - 1 - REPLENISH
 - 2 - RE-PROMOTE
 - 3 - REARRANGE
 - 4 - REPRICE
 - 5 - RETRACT
 - 6 - REACTIVATE
- **EXCELLENCE AND RELATIONSHIP PROGRAM** (OMNI FRANCHISE SEAL)



FRANCHISEE
INTERFACE

E-SHOWROOM + ZZNET

ZZNET

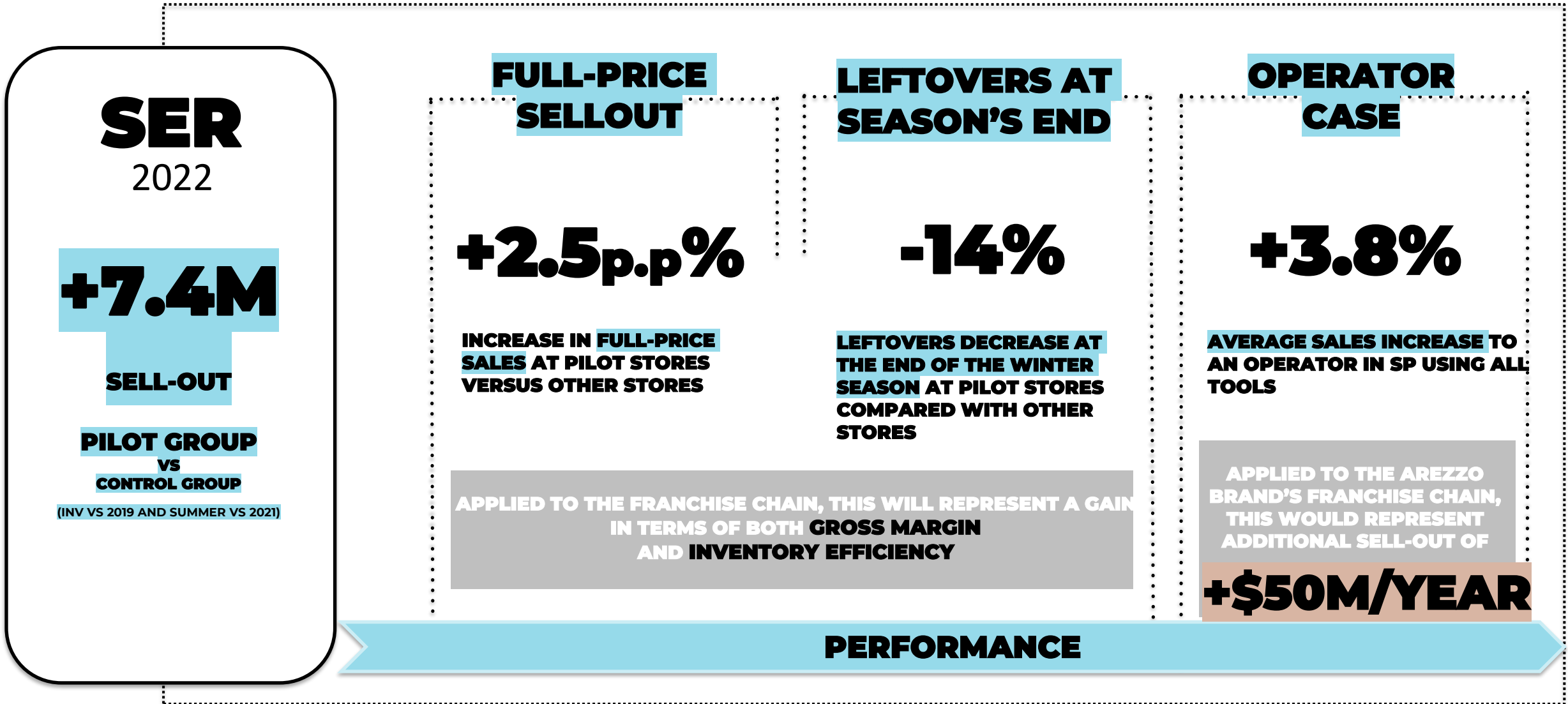
PRODUCT
LIFECYCLE

PRE-SEASON

IN SEASON

SER PROJECT – EARLY RESULTS

PILOT AREZZO BRAND 2022



TOOLS BEING TESTED IN DIFFERENT NUMBERS OF STORES.
THEREFORE, WE CANNOT YET ESTIMATE THE POTENTIAL GAINS FROM ALL CHANGES APPLIED TOGETHER.

IMPLEMENTATION PLAN

WINTER 22

PROOF OF CONCEPT AND PILOT LAUNCH (AREZZO BRAND)

- DEVELOPMENT AND ROLL-OUT OF THE RECOMMENDED IDEAL GRID BY SIZE THROUGH THEE-SHOWROOM
- EXPANDED ORDERS EDITING TO NEW REGIONS, REACHING 132 AREZZO-BRAND STORES
- DEVELOPMENT OF THE RESTOCKING SYSTEM (ZZREPA). ROLL-OUT FOR ALL BRANDS FOR RESTOCKING OF CONTINUOUS ITEMS AND AT 90 AREZZO-BRAND STORES, AS A PILOT, FOR COLLECTION ITEMS RESTOCKING

SUMMER 22-23

WINTER 23

- EXPANDED ORDERS EDITING TO 300 AREZZO-BRAND STORES BY THE END OF THE SEASON
- DESIGN AND EXECUTION OF THE MONI DH PROJECT
- EXPANDED OPEN-GRID COLLECTION RESTOCKING, THROUGH ZZREPA, TO 150 AREZZO-BRAND STORES
- SYSTEMS DEVELOPMENT FOR THE ZZPLANNING MODULE

SUMMER 23-24

- ROLL-OUT OF THE ORDERS EDITING TOOL TO ALL AREZZO-BRAND STORES
- MONI DH OPERATIONAL STARTUP
- PREPARATION FOR ZZREPA ROLL OUT FOR AREZZO-BRAND COLLECTION ITEMS RESTOCKING, REPLENISHING THROUGH THE OMNI INVENTORY ON AN OPEN GRID
- EXPANSION OF THE RECOMMENDED PROCUREMENT BY CATEGORY TOOL TO 200 AREZZO-BRAND STORES

CLOSING MESSAGES

1

FOOTWEAR “SOFTWARE PLANT” AS A DISTINCTION

IN-HOUSE PRODUCT
ENGINEERING AND
INTEGRATED
KNOWLEDGE
MANAGEMENT AS THE
BASIS FOR SUCCESS
UNDER AN UNSTABLE
SCENARIO ALONG
PRODUCTION CHAINS

LAUNCH OF THE
“SOFTWARE PLANT”
FOR BAGS WITH THE
TAKEOVER OF HG

2

PRODUCTION FLEXIBILITY

INVESTING IN BOTH
NEW MANUFACTURING
PLANTS AND IN
STRENGTHENING
SOURCING CAPACITY
AND PRODUCT
CULTURE, WITH THE
TAKEOVER OF SUNSET

3

LOGISTICS EXPANSION

LOGISTICS DIRECTED
TO REDUCE OUT-OF-
STOCK TORE EVENTS
THROUGH SHORTER
LEAD TIMES AND
INCREASED OPEN-
GRID RESTOCKING.
NEW DHS IN RIO
(OPENING IN MAR-22)
AND ES (OPENING IN
JAN-23)

4

PLUG&PLAY SUPPLIES PLATFORM

COLLABORATIVE
AND SELL-OUT
DRIVEN SUPPLIES
MODEL, IN
CONSTANT
EVOLUTION AND
SUBJECT TO
REPLICATION

5

EVOLUTION OF THE FRANCHISEE SUPPLIES AND RELATIONSHIP MODEL

TECHNOLOGY AS A
MEANS TO INTEGRATE
THE STORES CHAIN
AND SUPPORT BOTH
PROCUREMENT AND
RESTOCKING, AS WELL
AS CHANNELS
INTEGRATION

PEOPLE & ESG



MARCO VIDAL

HOUSE

CULTURE AND GOVERNANCE

OF

PEOPLE

CULTURE IS OUR CORNERSTONE,
OUR REFERENCE FOR ALL
DECISIONS MADE. WE DRAW
DIRECTION AND STRENGTH FROM
THE ELEMENTS REPRESENTED
BELOW.



WE BELIEVE THAT TOGETHER WE CAN LEARN, DEVELOP AND GROW. WE RESPECT AND VALUE EACH BRAND'S UNIQUE IDENTITY AND ESSENCE, SHARE ETHICAL VALUES, A CUSTOMER VISION, AND SUSTAINABILITY FOR AREZZO&CO ON TO 2154.



WE SHARE AND/OR HOLD AS NON-NEGOTIABLE:

- PRINCIPLES/VALUES
- CODE OF CONDUCT
- CUSTOMER CENTRISM
- ESG

- COMPLIANCE
- MANAGEMENT MODEL (FOCUS ON EARNINGS)
- SYNERGY (THAT WHICH IS NOT CUSTOMER CONTACTS)

GOVERNANCE ANCE CE

ARZZ3 HAS BEEN LISTED ON B3'S NEW MARKET SINCE FEBRUARY 02, 2011, AT THE HIGHEST LEVEL OF GOVERNANCE PRACTICES (LEVEL 3).



susten
tabi —
lidade



**AREZZO
& CO**

PILLARS OF SUSTAINABILITY



RESPONSIBLE PRODUCTION

TO CREATE VALUE FOR SOCIETY BASED ON THE DEVELOPMENT OF AN ETHICAL, RESPONSIBLE, SAFE AND SUSTAINABLE CHAIN



HEALTHY ENVIRONMENT

TO DEVELOP PRODUCTS IN THE LIGHT OF THEIR ENTIRE LIFECYCLE, AND ALWAYS PRIORITIZING THE LOWEST-IMPACT CHOICES



EMPOWERED PEOPLE

TO ENSURE AN INCLUSIVE, SAFE AND PROSPEROUS ENVIRONMENT FOR ALL

SUSTAINABILITY AS A STANDARD, PURSUING BRAND-DIFFERENTIATING LEVELS.

4 ESG-PEGGED C-LEVEL VARIABLE COMPENSATION GOALS

RESPON SIBLE PRO DUCTION



OWN AND OUTSOURCED OPERATIONS

97%

OF PRODUCTION IN BRAZIL

90%

FOOTWEAR, HANDBAGS AND
ACCESSORIES MADE IN THE SINOS
VALLEY

03

OWNED STORES, ABVTEX GOLD
CERTIFIED

01

OWNED FACTORY, SUSTAINABLE
ORIGIN DIAMOND CERTIFIED

ABVTEX-CERTIFIED
DIRECT SUPPLIERS

91%

93 SUPPLIERS

ESG AUDITING UNDER A
PROPRIETARY PROTOCOL
CONDUCTED BY SGS ON
AR&CO SUPPLIERS

50%

OF PROCUREMENT
VOLUME

LWG/CSCB-
CERTIFIED
TANNERIES

70%

95% OF THE LEATHER USED

LEATHER TRACEABILITY WITH BLOCKCHAIN TECHNOLOGY

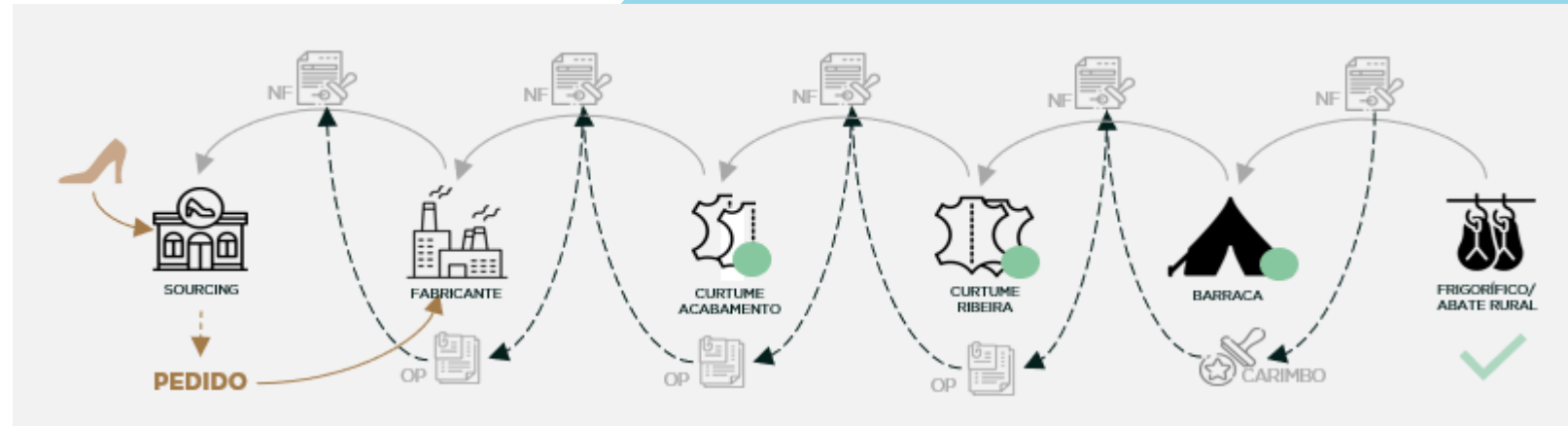
MAKING SURE THAT THE LEATHER USED IN OUR
PRODUCTS IS NOT CONNECTED TO DEFORESTATION

2022 GOAL: **TRACING THE LEATHER USED
IN 20% OF THE FOOTWEAR OUTPUT**



3 DIRECT SUPPLIERS - 35% VOL.

13 FINISHING TANNERIES



TRACEABILITY FLOW

100%
FLOW MAPPED

75%
APIS COMPLETED

75%
PROJECT COMPLETION

7% OF AB VOLUME TRACED

TRACEABILITY FORECAST



2026

100% OF DOMESTIC AND
INTERNATIONAL SLAUGHTERHOUSES

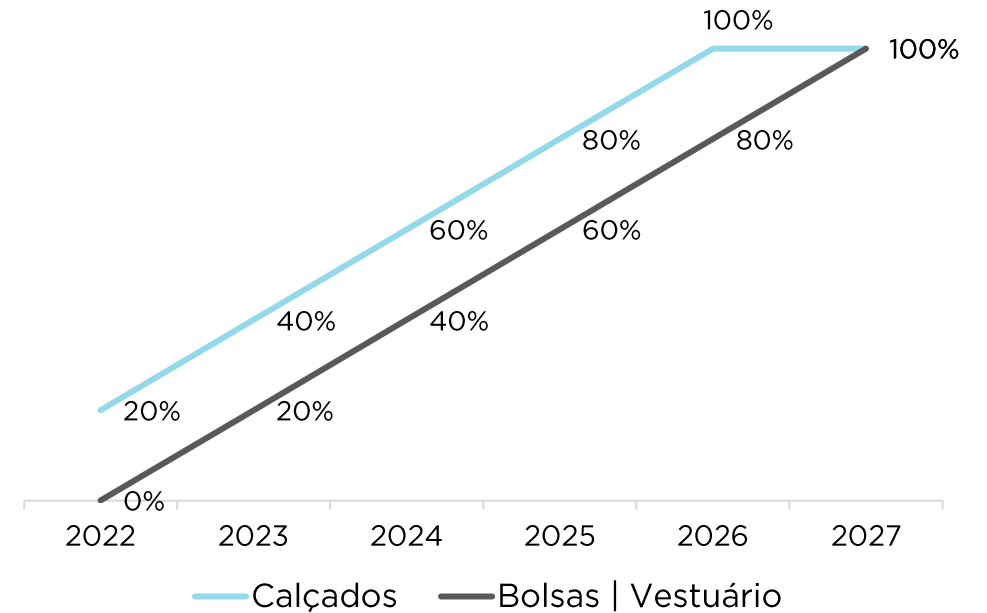
2028

100% OF FATTENING FARMS

2030

100% OF WEANING AND REARING
FARMS

TRACED VOLUME GAINS



HEAL
THY
ENVI
RON
MENT



SUSTAINABLE RAW MATERIALS

40%

PLEDGE FOR SUSTAINABLE
MATERIALS BY 2024

27%

STATUS FOR SUSTAINABLE
MATERIALS AS OF 2022

GOAL
17% BRAND AVERAGE



LISTA DE ATRIBUTOS
PARA MATERIAIS
SUSTENTÁVEIS



100%

SCOPES 1 AND 2
OFFSETTING WITH
REDD+ PROJECT

SCOPE 3 INVENTORY
REPRESENTING

99%

COMMITTED TO
BUSINESS AMBITION
FOR 1.5°C

2023

SCIENCE-BASED TARGETS
(SBTi) SUBMISSION

-5%

TARGET DECREASE IN
SCOPES 1 AND 2 GHG IN
2022

STATUS
-4.5% DECREASE IN
SCOPES 1 AND 2 GHG
AS OF SEP/22

GHG MANAGEMENT T

**ALME
SIMPLES T-SHIRT**

100%

CARBON NEUTRAL

ACV +
GHG EMISSIONS NEUTRALIZATION

CIRCULAR ECONOMY

20

REVERSE LOGISTICS POINTS



12

AREZZO&CO

8

AR&CO

SECOND-HAND PLATFORM

TROC

TROCBAG BRANDS
PILOT COLLECTION POINT
WITH 10,000 ITEMS
INVENTORIED



1 B

LITERS OF WATER
SAVED WITH THE
TROC OPERATION

EMPOW ERED PEOPLE



DIVERSITY & INCLUSIVENESS

37.5%

BLACK EMPLOYEES
35% 2022 TARGET

368

**D&I-TRAINED
LEADERS**

+10K

**D&I-TRAINED
EMPLOYEES AND
FRANCHISEES**

**27 YOUTHS HIRED FROM
THE BLACK INTERNSHIPS
PROGRAM**

**CONSULTANCY
SPECIALIZING IN THE
RACIAL ISSUES AGENDA**



DIVERSITY & INCLUSIVENESS

INTEGRATED D&I CENSUS

85%

ENGAGEMENT

5649 RESPONSES

24 THOUSAND QUALITATIVE ANSWERS

240

SCHOLARSHIPS FOR BLACK EMPLOYEES



D&I HANDBOOK



Aponte a camera do seu celular para o QR Code abaixo para acessar a cartilha de Diversidade 2022!



SOCIAL RESPONSIBILITY

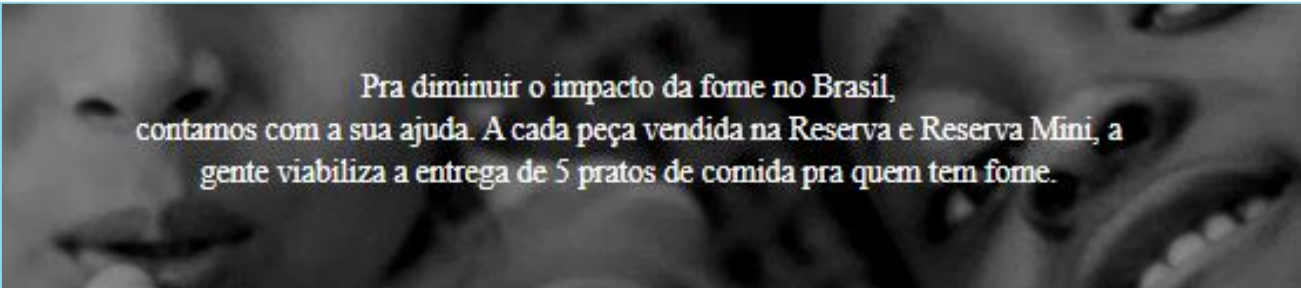
MEALS
SUPPLEMENTED*

76,166,120

SINCE MAY 20, 2016

AR&CO

1 P 5P



Pra diminuir o impacto da fome no Brasil,
contamos com a sua ajuda. A cada peça vendida na Reserva e Reserva Mini, a
gente viabiliza a entrega de 5 pratos de comida pra quem tem fome.

ACHIEVEMENTS AND HIGHLIGHTS

Empresa



Certificada

**AREZZO&CO
AR&CO**



**3 CONSECUTIVE
YEARS**



**BRAZILIAN
PROGRAM
GHG PROTOCOL**



B3 PORTFOLIO



Pacto Global
Rede Brasil

ADHERENCE



EXAME 2022



DOWNLOAD THE 2022 ANNUAL
SUSTAINABILITY REPORT AND LEARN MORE
ABOUT OUR INITIATIVES

CORE BRANDS



**LUCIANA WODZICK &
MILENA PENTEADO**

AREZZO

ANACAPRI

SCHUTZ

SCHUTZ

SCHUTZ







ALEXANDRE

BIRMAN

CAROL BASSI

INTERNATIO NAL BUSINESS



FERNANDO CALIGARIS

INTERNETL

INTERNATIONAL BUSINESS

BIZZZ

RECAP

10 YEARS OF GREAT LEARNING

SCHUTZ



- NY MADISON OPENING
- B2B LAUNCH

- WEBSITE LAUNCH AND DEPARTMENT STORE SELL OUT (BLOOMINGDALES)

- EXIT FROM DEPARTMENT STORES AND FOCUS ON THE INDEPENDENT CHANNEL

- STAR PRODUCTS IMPLEMENTATION (JULIANA)
- DEPARTMENT STORES RE-LAUNCH (ONLINE ONLY)



- LA BEVERLY STORE OPENS
- SCHUTZ NAMED BRAND OF THE YEAR BY FN

- NY MADISON SHOWROOM OPENING
- DÉBUT AT NORDSTROM'S



- AVENTURA MALL STORE OPENS
- DROPSHIP CHANNEL ACTIVATION (NORDSTROM, SAKS, AND BLOOMINGDALES)



- 3 NEW STORE OPENINGS
- OMNI ACTIVATION

2012

2013

2014

2015

2016

2017

2018

2019

- B2B THROUGH AN OUTSIDE AGENT

- NY MADISON SHOWROOM OPENING



- DEDICATED PLANT OPENS

- IMPROVED DELIVERY CAPABILITY
- CLARITA LAUNCH



- DOORS EXPANSION WITH SAK'S
- CLARITA BECOMES AN ICON PRODUCT
- ALEXANDRE BIRMAN NAMED DESIGNER OF THE YEAR BY FFANY

- NY MADISON AND BAL HARBOUR OPEN
- DROPSHIP CHANNEL ACTIVATION (NORDSTROM, SAKS, AND NEIMAN)



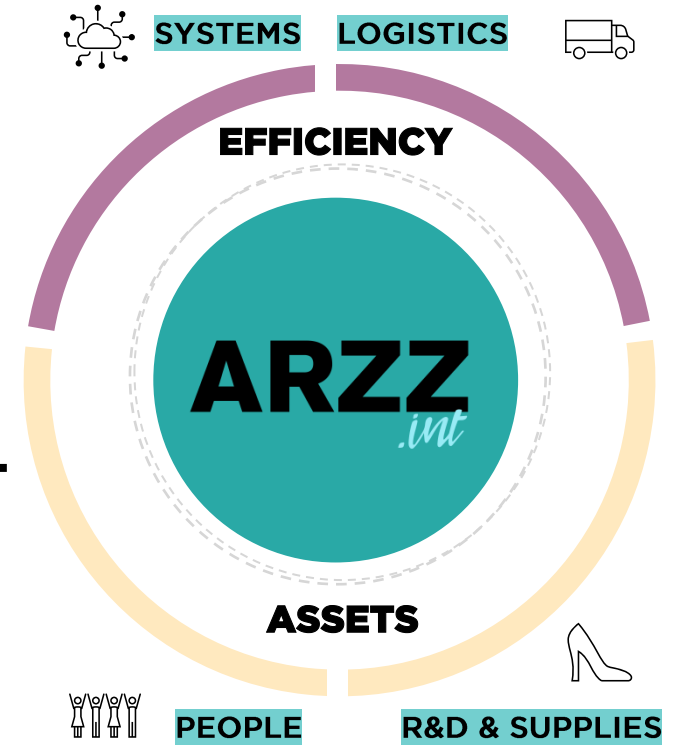
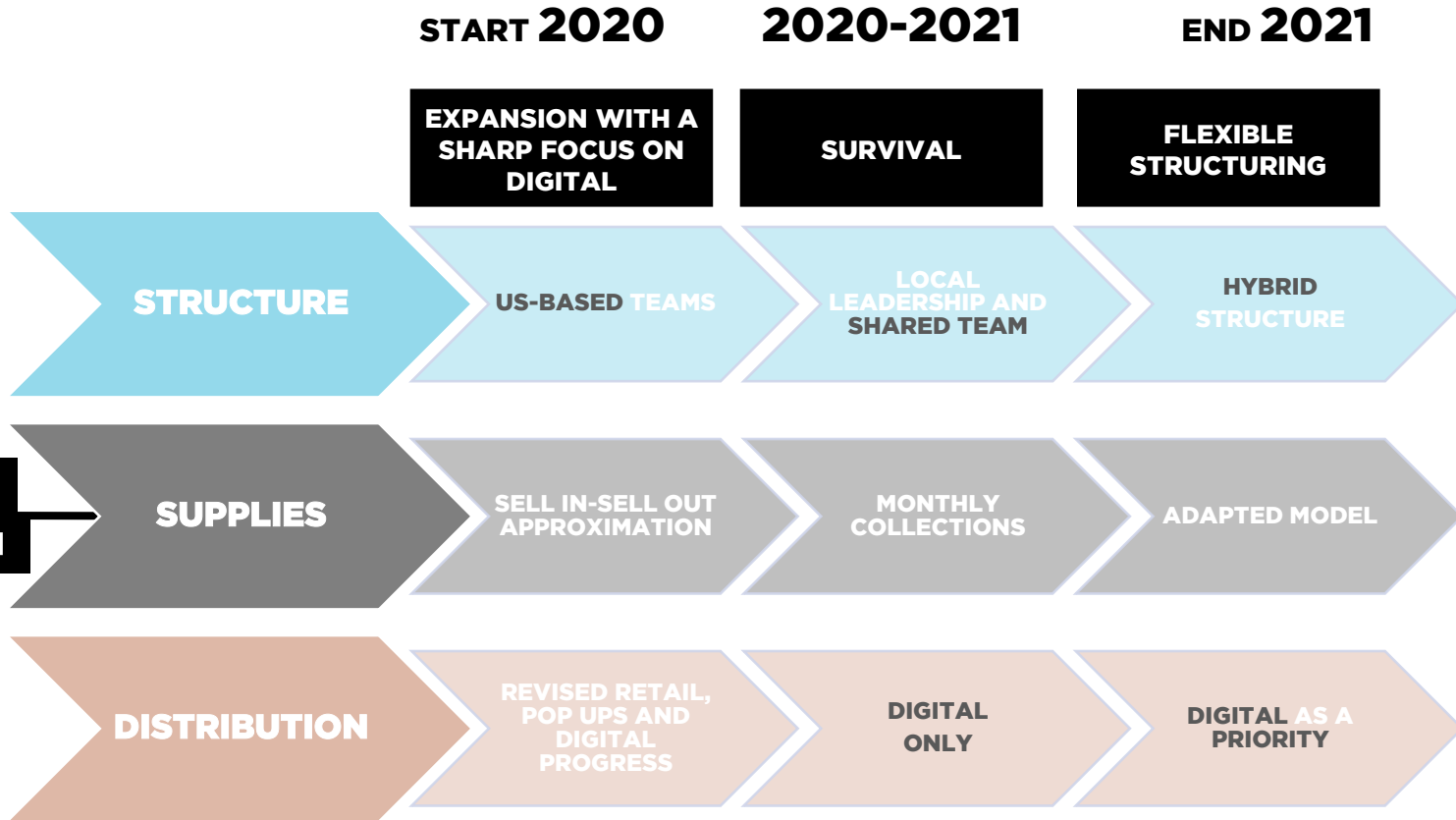
- NY SHOWROOM EXPANSION
- STORE OPENS IN DALLAS
- INTERNATIONAL STRUCTURE CONSTRUCTION BEGINS



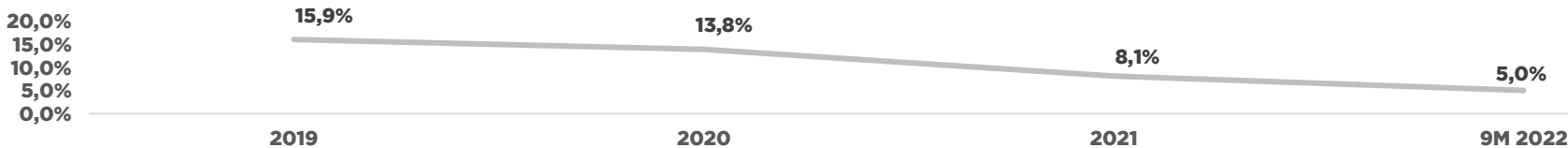
ALEXANDRE BIRMAN

RECAP

KEY CHANGES DURING THE PANDEMIC AND STRUCTURING FOR THE NEXT STEPS IN 2022



% G&A OF NET REVENUES



STRUCTURING FOR THE NEXT STEPS

... AND STRUCTURING FOR THE NEXT STEPS IN 2022

SYSTEMS

INTEGRATED PLATFORM SERVING MULTIPLE SALES CHANNELS*...

... ENABLING **OMNI** OPERATIONS WITH INVENTORY 100% AVAILABLE TO ALL

*E-COMMERCE, MARKETPLACE, STORES, DROPSHIP, B2B RESTOCKING, INTERNATIONAL

LOGISTICS

1 DH IN RS/BRAZIL

3 INTEGRATED DHS STRATEGICALLY LOCATED IN THE US (NJ, FL, CA)

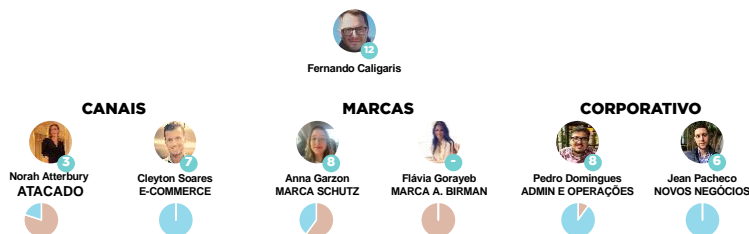
STORES BILLING 25% OF ORDERS ONLINE

GLOBAL LOGISTICS PARTNER ENABLES EXPANSION INTO NEW REGIONS

PEOPLE

LEADERSHIP WITH MORE THAN 6 YEARS AT AREZZO&CO

TEAM 80% BASED IN BRAZIL



EFFICIENCY

ARZZ
.int

ASSETS



R&D & SUPPLIES

PRODUCT DEVELOPMENT

PROPRIETARY SAMPLES PLANT AND FULL PLANT TO MEET DYNAMIC DEMAND

AGILE AND HIGH-QUALITY SUPPLY CHAIN TO ALSO SERVE THE LUXURY SEGMENT WITH A COMPETITIVE EDGE

CONTINUED GROWTH DEPARTMENT STORES VS INVENTORIED

ARZZ REVENUES
(JAN-SEP22)

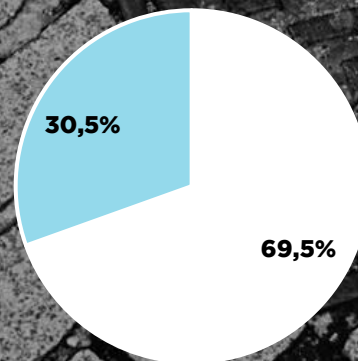
R\$351M
+58%
22x21

DTC*
R\$171M
+80%
22x21

+88% ONLINE
+47% STORES

B2B**
R\$180M
+40%
22x21

% OF
SALES



■ ONLINE ■ LOJAS

* DTC INCLUDES MARKETPLACE
** B2B INCLUDES PRIVATE LABEL

CHALLENGING MACRO MOMENT

THE US CONTEXT LAUNCHED AN ADDITIONAL CHALLENGE FOR THE OPERATION, PARTICULARLY B2B...

INTEREST RATE
INFLATION 

B2B REVENUES
(JUL-SEP22)

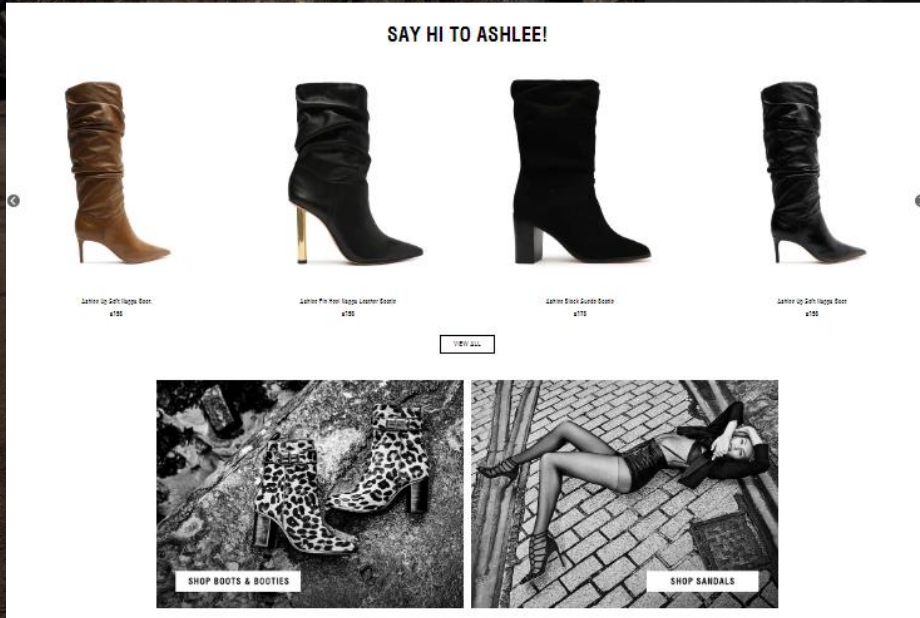
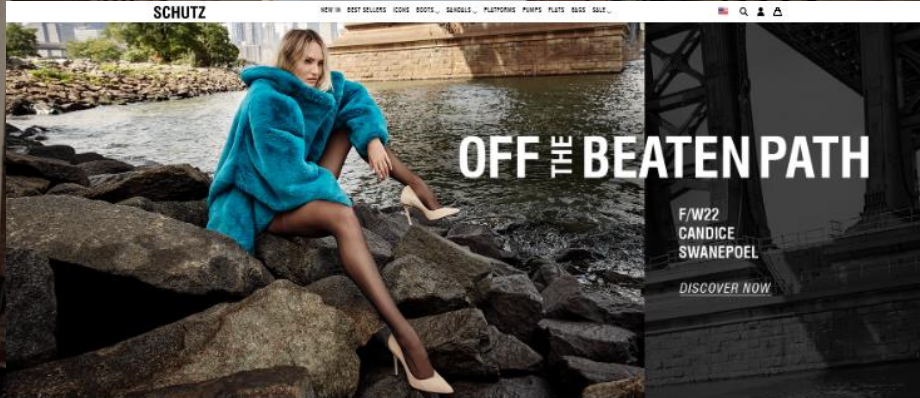
R\$63M **+20%**
22x21

ACTIONS

- ❑ CHAIN OXYGENATION:
 - ❑ SWAPS
 - ❑ POSTPONEMENTS
- ❑ OUTFLOW PARTNERSHIP

CHALLENGING MACRO MOMENT

... ON THE DIGITAL AREA, DESPITE THE CHALLENGE, WE HAVE FULL CONTROL
TOP OPERATE ON EVERY FRONT, AND MAINTAINED SIGNIFICANT GROWTH VS
2021



E-COMM REVENUES
(JUL-SEP22)

R\$4.5M **+37%**
22x21

ACTIONS

- ❑ TARGETED REPRICING
- ❑ NPS LEVEL MAINTAINED (~76%)
- ❑ INVESTMENT IN CRM, MEDIA AND GROWTH (TEAM, SOLUTIONS AND SKILLS)

BRANDING: AWARENESS & EQUITY

IN PARALLEL, WE REINFORCED THE SCHUTZ BRANDS
CONTEMPORARY FASHION POSITIONING

- ❑ ATTENDANCE AT THE MAIN FASHION AND LIFESTYLE EVENTS
- ❑ CELEBRATION OF SCHUTZ'S 10TH ANNIVERSARY IN THE US
- ❑ ENGAGING AND HIGH IMPACT ACTIVATIONS (SCHUTZ TRIP) AND CAMPAIGNS (IMAGE MAKERS)

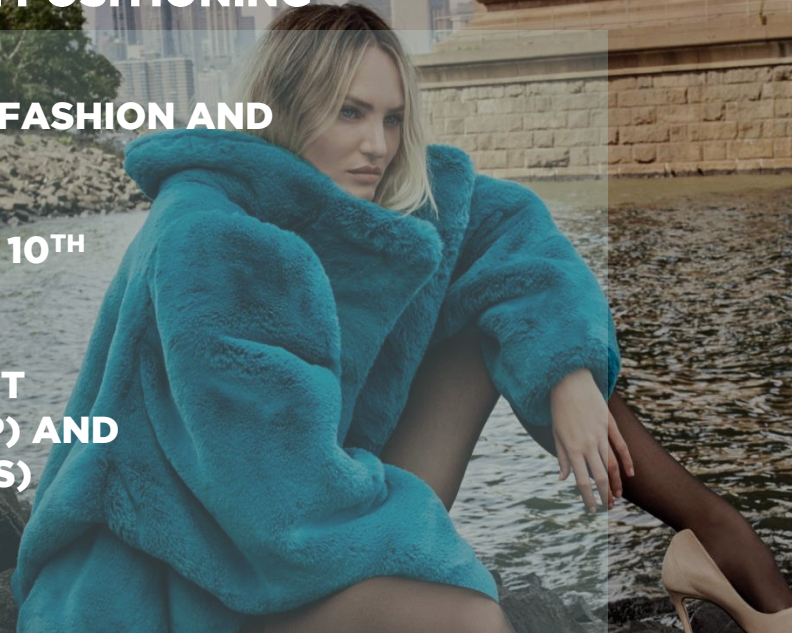
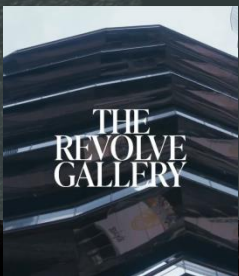
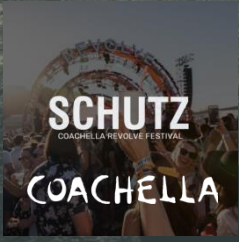
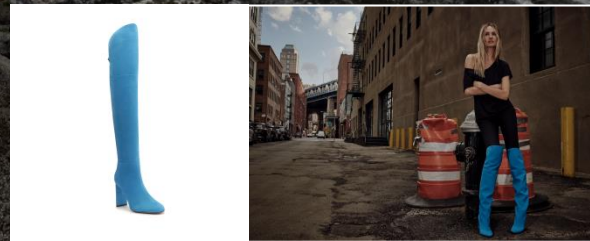


IMAGE MAKERS CAMPAIGN



WHAT'S

NEXT?

WHAT'S NEXT

LSO THIS YEAR, WE CARRIED OUT AN EXTENSIVE STRATEGIC EFFORT TO DEFINE OUR PURPOSE AND TARGET, AS WELL AS TO MAP AND PRIORITIZE PATHS AHEAD



METHODOLOGY

Data bases used to build up the USA market share model by brand (our brands & competitors)

[See content](#)



MARKET SHARE

By brand and estimative of the relevance of each sales channels (WSL, RTL and ECOMM)

[See content](#)



HISTORICAL AND BREAKDOWN OF THE MARKET

Presenting the addressable market for each of our brands

[See content](#)

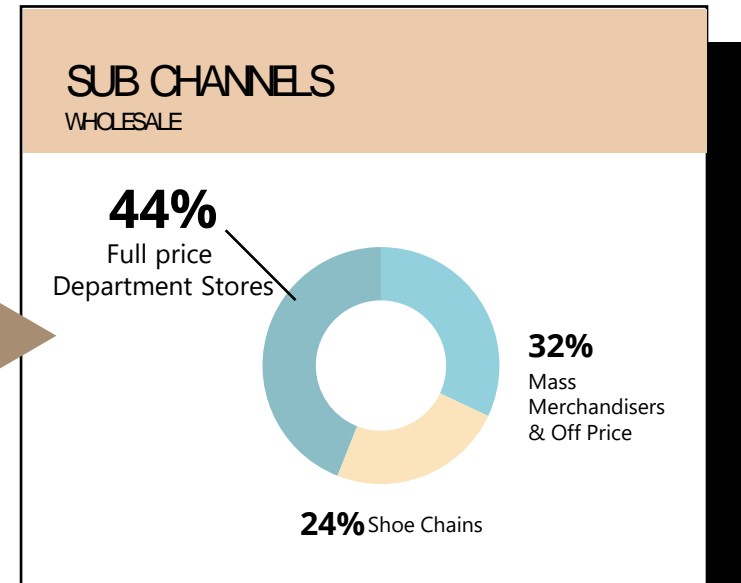
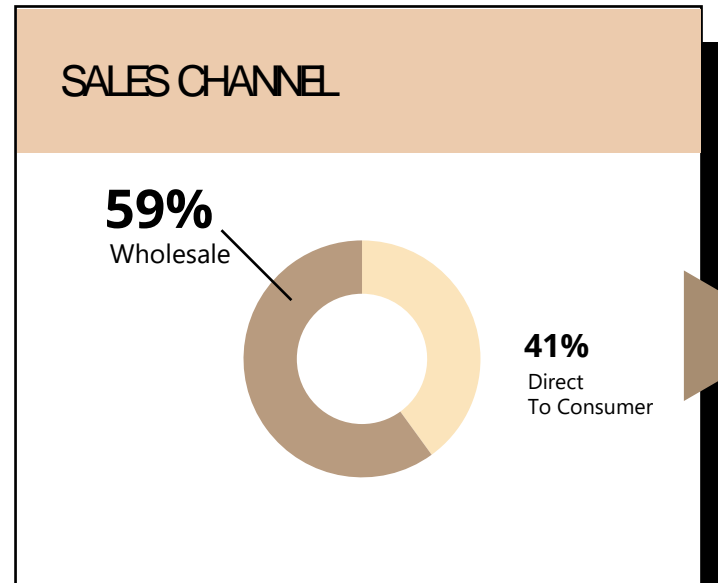
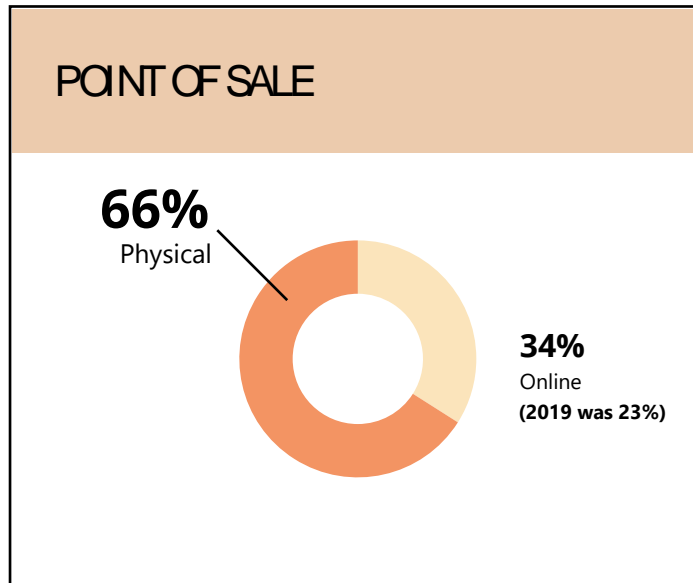
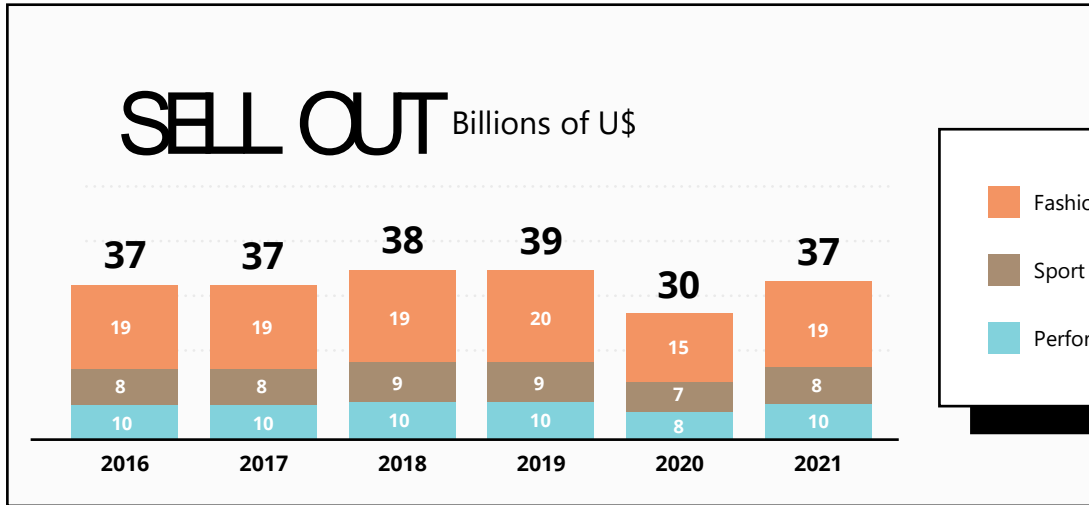


PRODUCT PERSPECTIVE

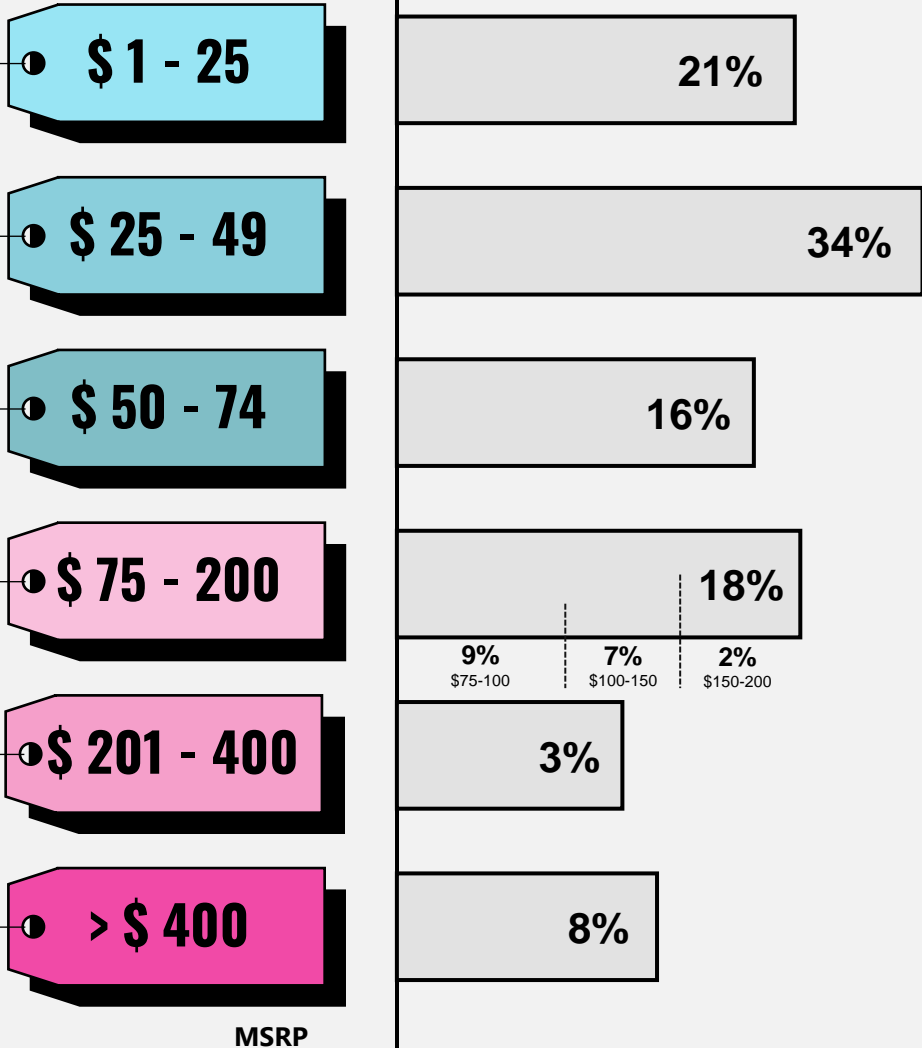
Best sellers products at wholesale for each of the main competitors

[See content](#)





FASHION BY PRICE RANGE % of 2021



FROM DATA TO INFORMATION



SCHUTZ
TAM OF
\$ 3.5
Billions
18% of total

			CATEGORY SHARE
FASHION SANDALS		1.6 Bi	47%
FASHION SHOES		0.9 Bi	25%
FASHION BOOTS		1.0 Bi	28%

MSRP FASHION SANDALS AND SHOES > \$75 - 199
MSRP FASHION BOOTS > \$125 - 299

AB
TAM OF
\$ 1.5
Billions
8% of total

FASHION SANDALS		0.7 Bi	48%
FASHION SHOES		0.5 Bi	34%
FASHION BOOTS		0.3 Bi	18%

MSRP FASHION SANDALS AND SHOES > \$400
MSRP FASHION BOOTS > \$500

WOMEN'S FASHION

CAPTION

\$200

\$100

\$75



PRICE (AVG. MSRP)

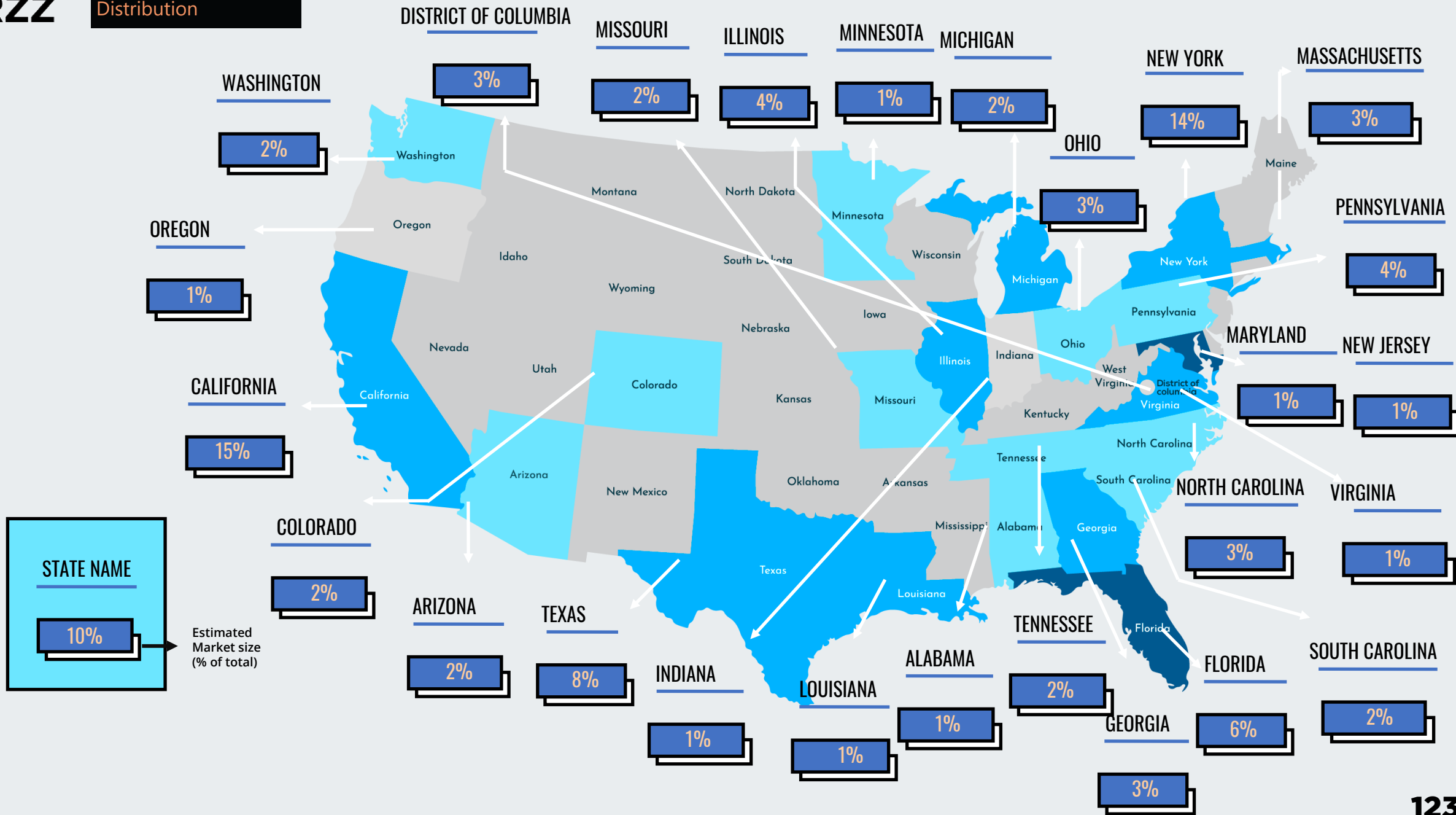
<100 millions

\$100 - 200 millions

>\$200 millions

ESTIMATED SELL OUT IN WOMEN'S FOOTWEAR (WHOLESALE + DTC)

 Boots as main category  Sublabel brand



WHOLESALE CHANNEL



TORY BURCH
Mini Miller

THONG

6 MM

USD

\$95

AVG PRICE (MSRP)

68 K

UNITS

3.7%

SHARE OF BRAND



SAM EDELMAN
Yaro

MULTI-STRAP SANDAL

6 MM

USD

\$84

AVG PRICE (MSRP)

73 K

UNITS

3.5%

SHARE OF BRAND



CHRISTIAN DIOR
Dway 5mm

FASHION SLIDE

10 MM

USD

\$715

AVG PRICE (MSRP)

15 K

UNITS

16%

SHARE OF BRAND



VALENTINO
Rockstud Thong

THONG

5 MM

USD

\$400

AVG PRICE (MSRP)

13 K

UNITS

5.4%

SHARE OF BRAND



STEVE MADDEN
Irene

MULTI-STRAP SANDAL

5 MM

USD

\$65

AVG PRICE (MSRP)

82 K

UNITS

1.3%

SHARE OF BRAND



MADDEN GIRL
Brando

FASHION SLIDE

5 MM

USD

\$33

AVG PRICE (MSRP)

145 K

UNITS

3.6%

SHARE OF BRAND



CHRISTIAN DIOR
Revolution

FASHION SLIDE

7 MM

USD

\$616

AVG PRICE (MSRP)

12 K

UNITS

11%

SHARE OF BRAND



GUCCI
Marmont GG

THONG

7 MM

USD

\$514

AVG PRICE (MSRP)

14 K

UNITS

5%

SHARE OF BRAND



Gucci
GG Flat Slide

FASHION SLIDE

11 MM

USD

\$700

AVG PRICE (MSRP)

32 K

UNITS

7%

SHARE OF BRAND



YVES S. LAURENT
Opyum

MULTI-STRAP SANDAL

5 MM

USD

\$974

AVG PRICE (MSRP)

5 K

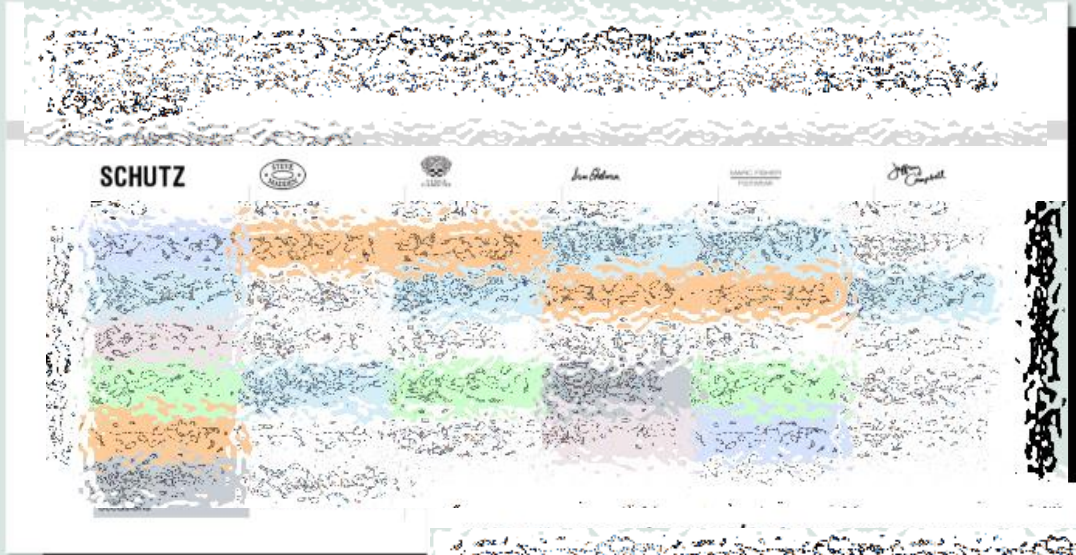
UNITS

8%

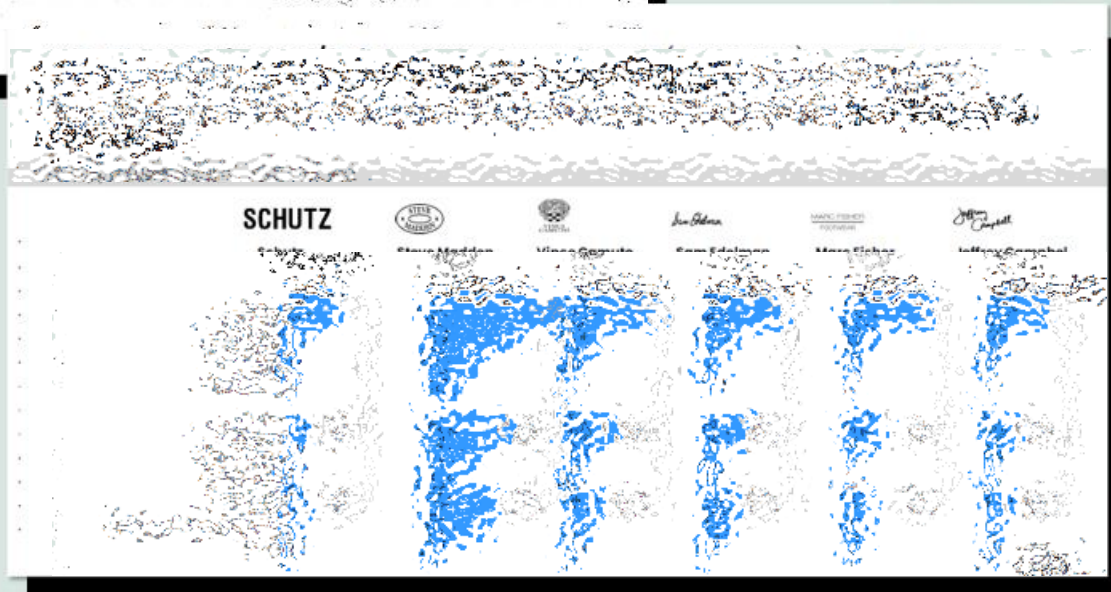
SHARE OF BRAND

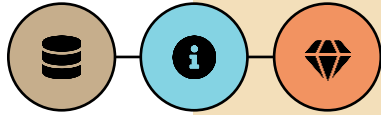


FROM DATA TO INFORMATION



CHALLENGING THE LIMITS
PROVOKERS

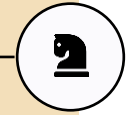




A VISUAL ON THE PATH



STRATEGY



FROM DATA



TO INFORMATION



TO OPPORTUNITY

CORE EXPANSION

GROWTH STRATEGIES

Geographies

Categories

Brands

Channels

SUSTAINING STRATEGIES

The Ambassador Program



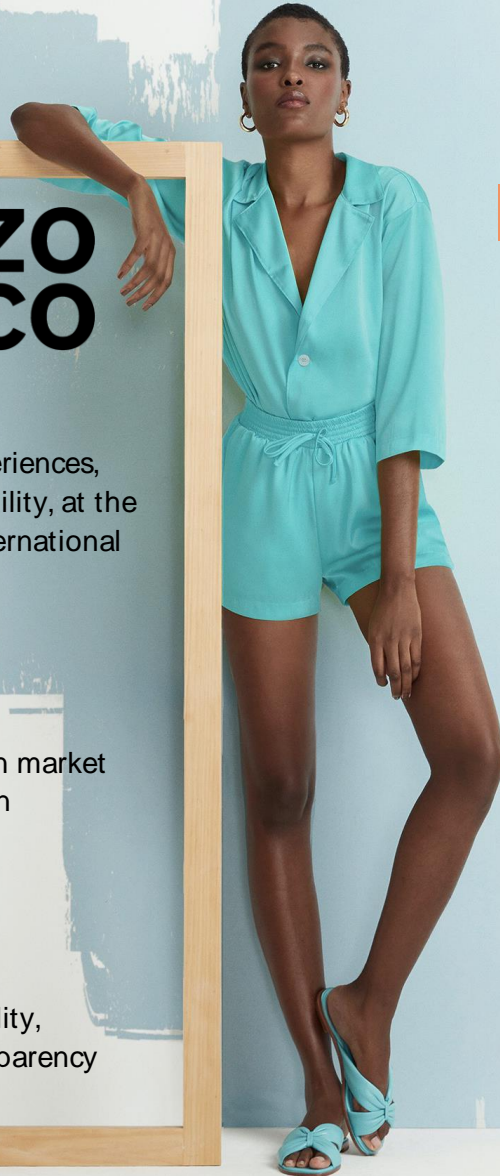


AREZZO & CO

MISSION
Deliver products and experiences, with quality and sustainability, at the right time, through an international fashion platform

VISION
To be the leader in fashion market share in Brazil, also with an international presence

VALUES
Challenge, passion, flexibility, engagement, union, transparency



TOP 5 IN Contemporary Shoe Market

Talent powerhouse

Customer obsessive

Lean, efficient, agile, zero waste

Risk taker, bold, confident

Great place to work

Protagonist

Center of attention for trends and innovation

International house brands

Synergy between multi categories

Culturally diverse

Global presence

Reference on what is "hot"

International recognition of our success

BIG DREAM

Forward.

It means knowing where you're going by **knowing where you've been**. It's getting up and moving ahead, taking confident actions to begin a **new chapter of our journey**.

The traditional retail model has been in **our core for our first 10 years**. While tradition is cherished as a reminder of who we are, we believe in **embracing the new** to face the upcoming meta challenges.

We want the rush. The adrenaline. The thrill of exploring a whole new level. Complex, dynamic, innovative in every front. Far **away from the comfort** of what we once thought we knew.

We are fresh. Bold. Full of energy and restless **to take off**. We are on a mission to discover the best of ourselves in everyway we grow.

We've been told the US market is tough. Competitive. Relentless. Brutal. **We've tasted it**. And a worldwide pandemic later, **here we stand, stronger**.

We want more . Now.



As a major player at the Center of Attention our Relevance in the market will be translated into:



VERY STRONG PRESENCE IN THE US

Figuring amongst the top players in market share

OPERATING A HOUSE OF BRANDS

with powerful synergy in multiple fashion categories.

LONG-TERM SUSTAINABLE GROWTH

model driving ARZZ International to reach for higher goals always

THE PLACE TO BE FOR WORK AND THE PLACE TO GO

for latest fashion trends and experiences.

INTERNATIONAL PRESENCE EUROPE AND NORTH AMERICA

well established, having reached break-even status on the newly entered markets








CORE

&CO	CORE EXPANSION	<ol style="list-style-type: none"> Expand Schutz and Alexandre Birman in the Wholesale channel Exponential growth in Schutz and Alexandre Birman in the Ecommerce operations
----------------	-----------------------	--

GROWTH STRATEGIES

★ BRAND	🌐 CHANNELS	✈️ GEOGRAPHIES	👜 CATEGORIES
<ol style="list-style-type: none"> 1. Expand Schutz and Alexandre Birman in the Wholesale channel 2. Exponential growth in Schutz and Alexandre Birman in the Ecommerce operations 	<ol style="list-style-type: none"> 1. Expand Schutz and Alexandre Birman in the Wholesale channel 2. Exponential growth in Schutz and Alexandre Birman in the Ecommerce operations 	<ol style="list-style-type: none"> 1. Expand Schutz and Alexandre Birman in the Wholesale channel 2. Exponential growth in Schutz and Alexandre Birman in the Ecommerce operations 	<ol style="list-style-type: none"> 1. Expand Schutz and Alexandre Birman in the Wholesale channel 2. Exponential growth in Schutz and Alexandre Birman in the Ecommerce operations

SUSTAINING STRATEGIES

 PEOPLE	 TECH	 BRAND & PRODUCT	 CUSTOMER	 ESG
<ol style="list-style-type: none"> To attract world class people To retain all Talents To be culturally diverse 	<ol style="list-style-type: none"> To be Tech Intense To be Data Driven 	<ol style="list-style-type: none"> To have purposeful brands & labels To have Product excellence as a mantra 	<ol style="list-style-type: none"> To become a Customer Centricity company To become a Customer Acquisition Powerhouse 	<ol style="list-style-type: none"> To have Clear rules of engagement To become more ESG as our clients become more ESG



ADD TO BAG

THE EVOLUTION OF THE E-COMMERCE BUSINESS

WILL BE SUPPORTED BY 3 MAIN VERTICALS

SYSTEMS AND INTEGRATIONS, CRM, HEADLESS ECOMMERCE



THE PATH TO GREATNESS ≡



ACQUISITION & MEDIA

To grow our customer and traffic base through paid media, potentially internalizing knowledge and replacing some external vendors to have a better cost-efficiency, and core in-house capabilities.



CRM

A customer-centric team to retain and engage our customer, dealing with high churn, retention, recurrence, and boost conversion. Structured customer and omni platform to customize communication and engagement in scale.

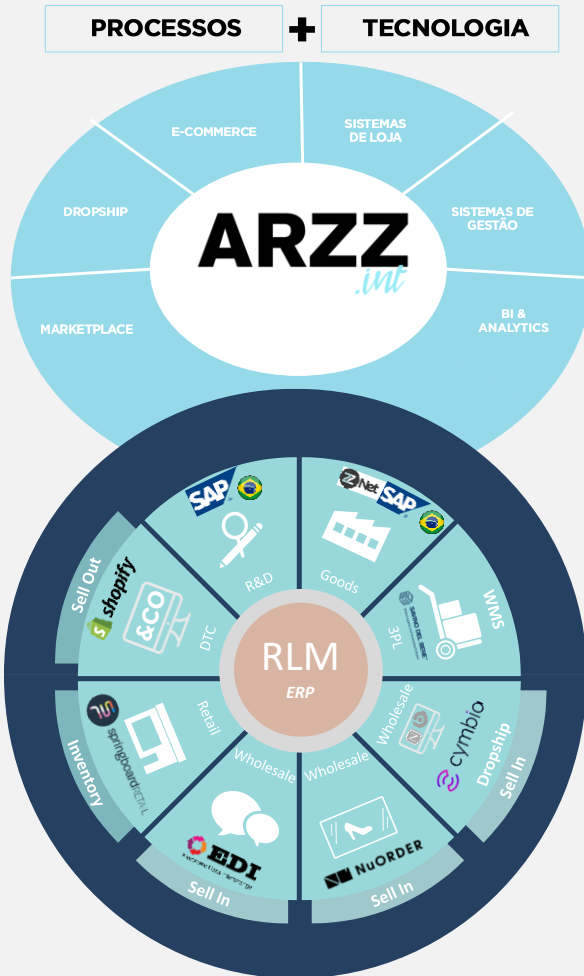


GROWTH

Team focused on growth hacking and conversion optimization, supported by a personalization tool to make more sophisticated AB tests.

WHAT'S NEXT

SYSTEMS ARCHITECTURE AND ESTABLISHED LOGISTICS MODEL TO SCALE UP B2C AND B2B BUSINESS

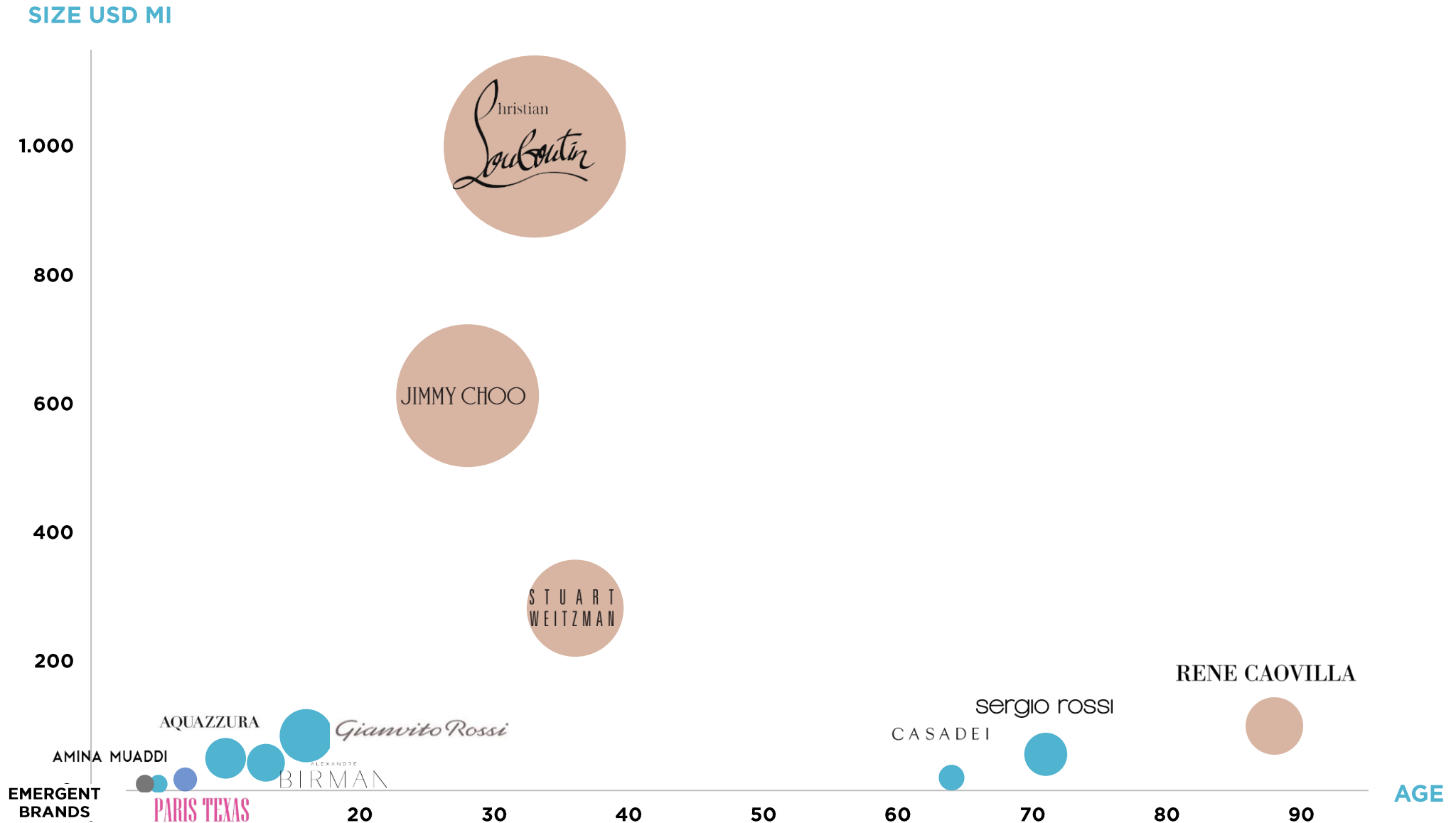


- ❑ **50% OF E-COMMERCE ORDERS HAVE TRANSIT TIME OF JUST 24 HOURS BECAUSE OF THE 3 STRATEGICALLY POSITIONED WAREHOUSES + 5 STORES**
- ❑ **30% OF E-COMMERCE ORDERS SHIPPED THROUGH PHYSICAL STORES, LEADING TO QUICK DELIVERIES AT A LOW COST AND AN EXCELLENT CONSUMER EXPERIENCE**
- ❑ **100% OF INVENTORIES AT THE 3 WAREHOUSES + 5 STORES ARE ONLINE (OWN E-COMMERCE + DROPSHIP WITH RETAILERS) DUE TO OUR SYSTEMS ARCHITECTURE MODEL, LEADING TO REDUCED LEFTOVERS AND REDUCED NEED FOR INVESTMENT IN WORKING CAPITAL.**



WHAT'S NEXT

GLOBAL LUXURY MARKET



WHAT'S NEXT

BASED ON THE MATURITY OF LUXURY FOOTWEAR BRANDS, THEY HAVE BEEN CATEGORIZED INTO THREE CLUSTERS

EXAMPLES

CONSOLIDATED BRANDS

JIMMY CHOO

RENE CAOVILLA

Christian
Louboutin

STUART
WEITZMAN

CONSOLIDATED EMERGING BRANDS

AQUAZZURA

Gianvito Rossi

sergio rossi

ALEXANDRE
BIRMAN

CASADEI

EMERGING BRANDS

AMINA MUADDI

PARIS TEXAS

MACH & MACH

D'ACCORI

PĪFERI

JENNIFER CHAMANDI

SKORPIOS


Naked Wolfe

WHAT'S NEXT

HISTORICALLY, SEVERAL EMERGING BRANDS ACHIEVED NOTORIETY, BUT WERE UNABLE TO CONSOLIDATE AND SCALE THEIR BUSINESS GLOBALLY TO THE NEXT LEVEL

EXAMPLES

CONSOLIDATED BRANDS

JIMMY CHOO

RENE CAO VILLA

Christian
Louboutin

STUART
WEITZMAN

CONSOLIDATED EMERGING BRANDS

AQUAZZURA

Gianvito Rossi

sergio rossi

ALEXANDRE
BIRMAN

CASADEI

EMERGING BRANDS

AMINA MUADDI 3M IG FOLLOWERS

PARIS TEXAS 233K IG FOLLOWERS

MACH & MACH 710K IG FOLLOWERS

D'ACCORI 15K IG FOLLOWERS

PĪFERI 15K IG FOLLOWERS

JENNIFER CHAMANDI 31K IG FOLLOWERS

SKORPIOS 22K IG FOLLOWERS


Naked Wolfe 1M IG FOLLOWERS

WHAT'S NEXT

WE HAVE DEFINED THE NECESSARY CRITERIA FOR BRANDS THAT MAY JOIN THE LUXURY FOOTWEAR PLATFORM, WHERE WE WISH TO ACCELERATE GROWTH THROUGH THE INDUSTRY KNOW-HOW AND SCALE OF AREZZO&CO, BUT ALSO BY LEVERAGING THE US OPERATION

CRITERIA FOR POTENTIAL BRANDS

- BRAND MUST BE **WELL ESTABLISHED**. WE WILL NOT INVEST IN BRANDS THAT REQUIRE TURN-AROUNDS
- **FRESHLY LAUNCHED** BRANDS : 6 - 8 YERS FROM LAUNCH
- BRANDS WITH **WOMEN'S TARGET SIMILAR TO THE PROFILE WE HAVE EXPERIENCE ATTRACTING**: MORE FASHION CONNECTED.
- THERE MUST BE A **WELL ESTABLISHED START PRODUCT** (E.G.: CLARITA FOR ALEXANDRE BIRMAN)
- **EUROPEAN BRANDS** ARE MORE ATTRACTIVE TO US BECAUSE WE HAVE THE OBJECTIVE TO USE THEM AS PLATFORMS TO ACCELERATE OUR ORGANIC BUSINESSES IN THE REGION. FURTHERMORE, IN MANY CASES, THESE BRANDS DO NOT OPERATE IN A STRUCTURED WAY IN THE US.

AR&CO



JAYME NIGRI

investor **R** day 2022

AR&CO

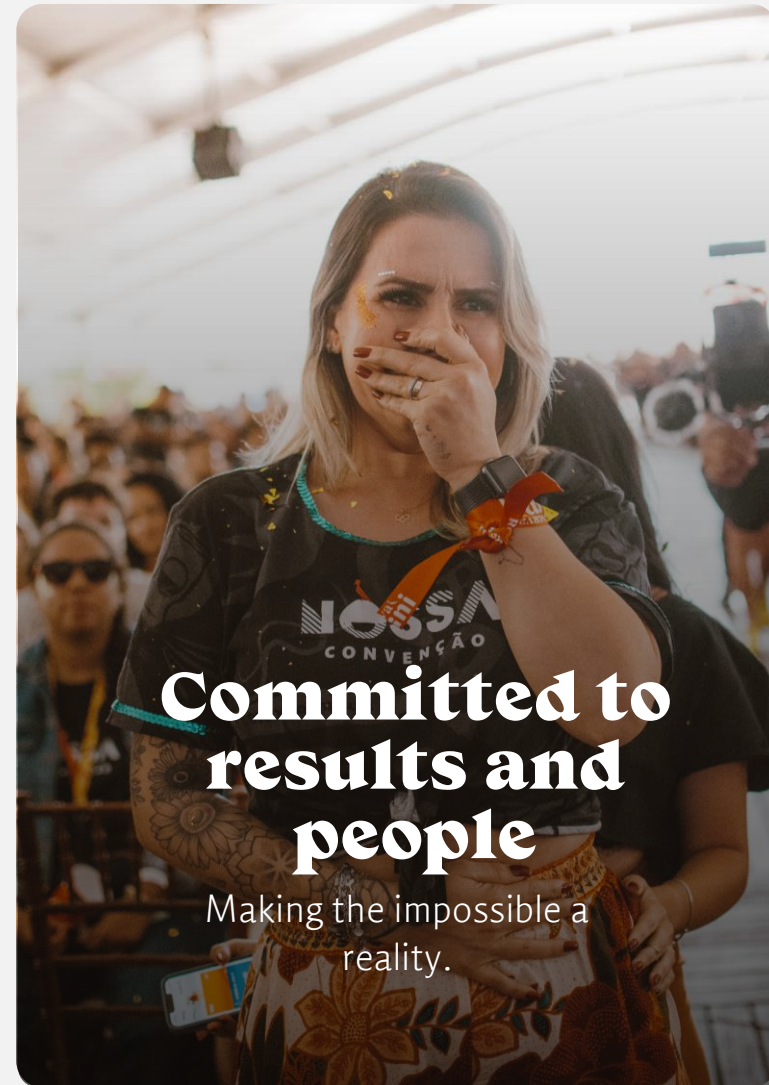
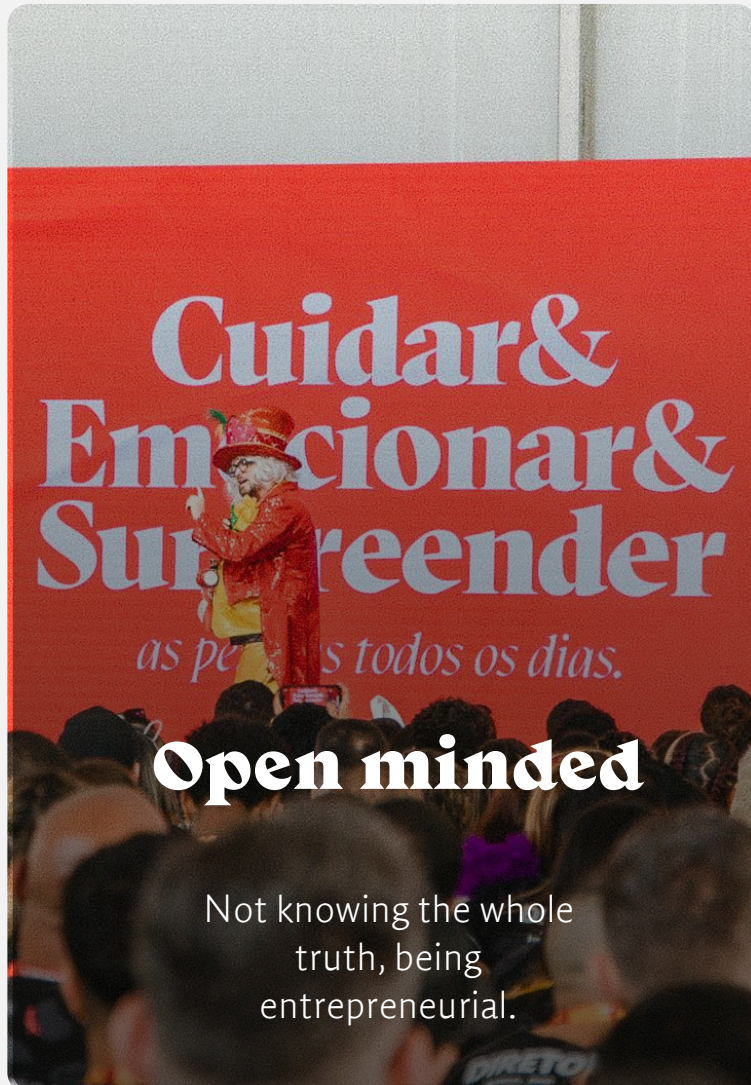
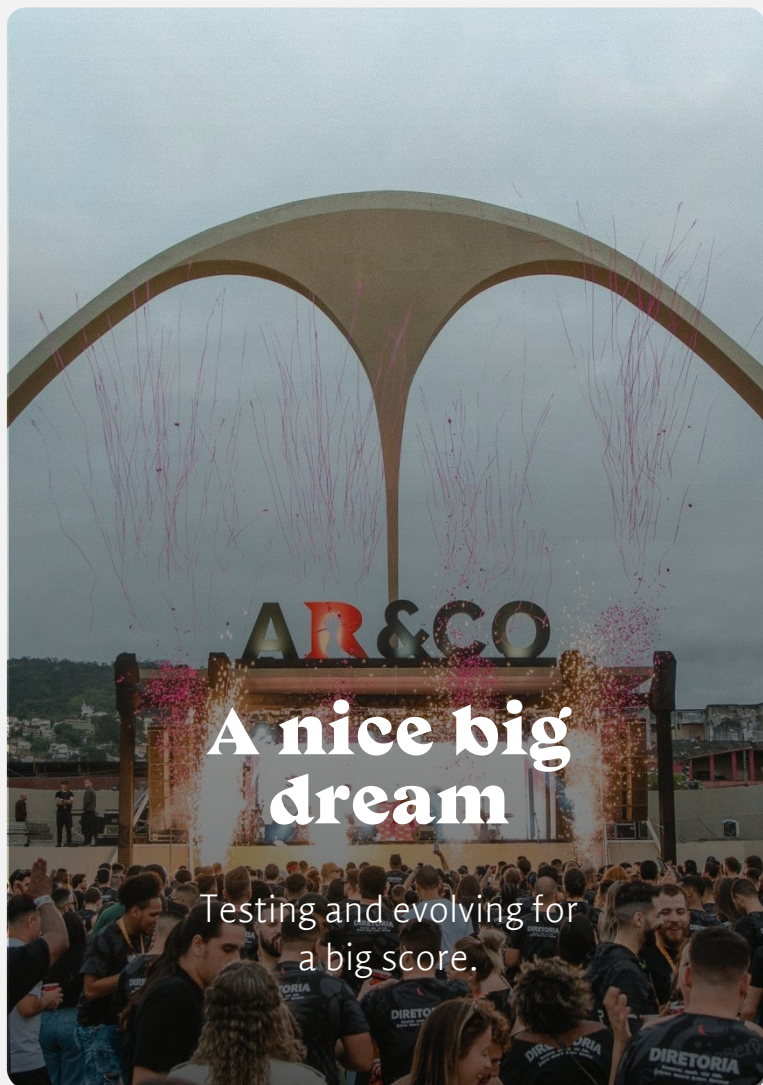
PURPOSE

Caring & Moving & Surprising

People every day

AR&CO

AR&CO Values



A M O M E N T T O R E M E M B E R

celebrating

2 YEARS

of the **AR&CO** *group*

Where were we *in 2019?*

RS | **251.7M** *
ROB as of Sep/19



0.4M Customers on the active base

IN 2022

The biggest *growth in history!*

ROB → **744.8M** | **82%**

as of Sep/22

growth vs 2021

195% growth vs 2019

Sell Out Strength

R\$ **525.9** M

Sell-out sales as
of Sep/22



1.0M

Customers on
the active base



48%

Active base
growth vs 2021

75%
Revenues growth vs 2021

The biggest *growth in history!*

373.9M

Physical stores as of
Sep/22

152.0M

E-commerce as of
Sep/22

INFLUENCED SALES

37%

Of the period's online
sales

56%

SSS vs 2021

65%

Growth vs 2021

Sell in Strength

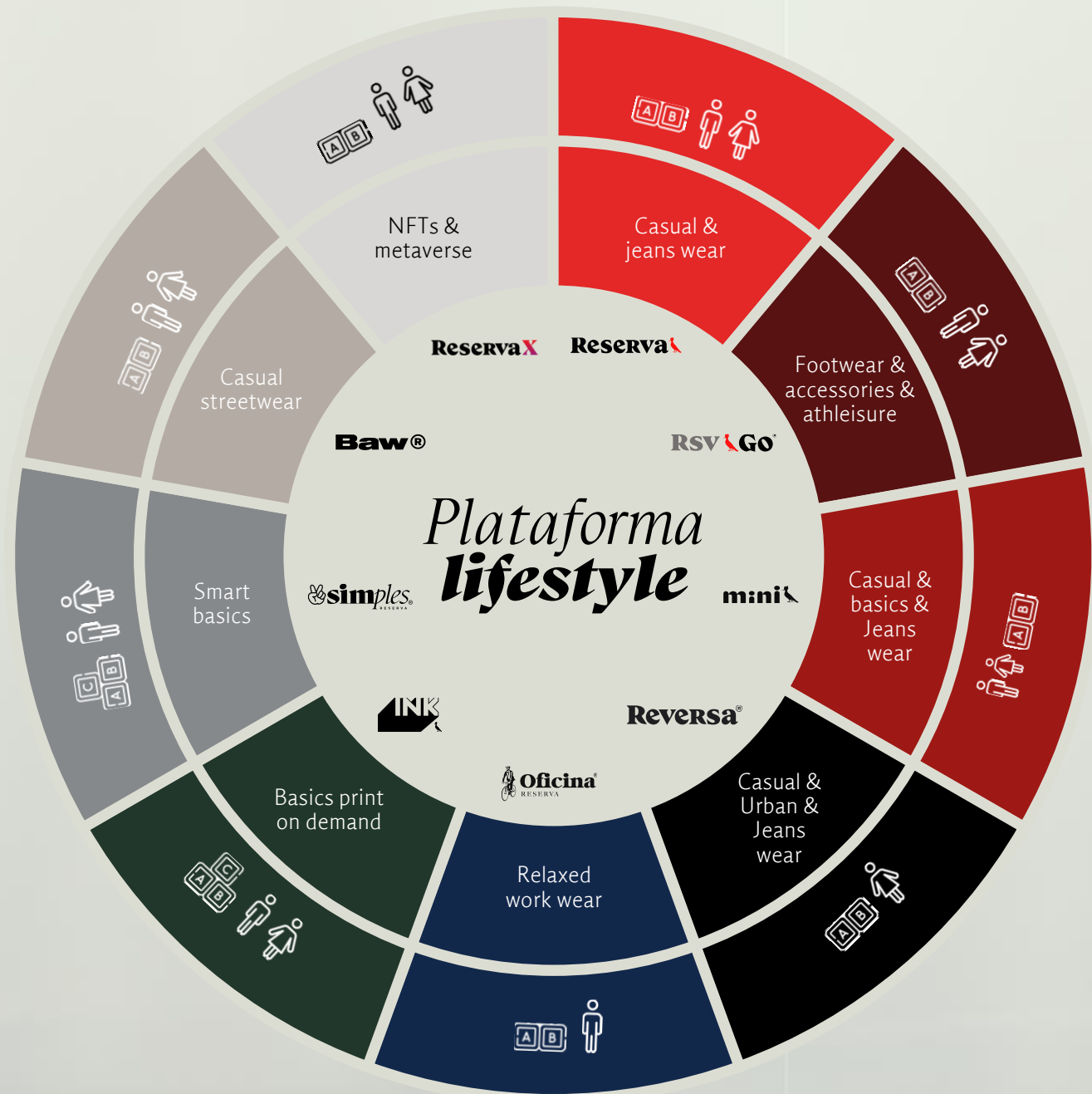
RS **238.2** **M**
Sell-in sales as of
Sep/22



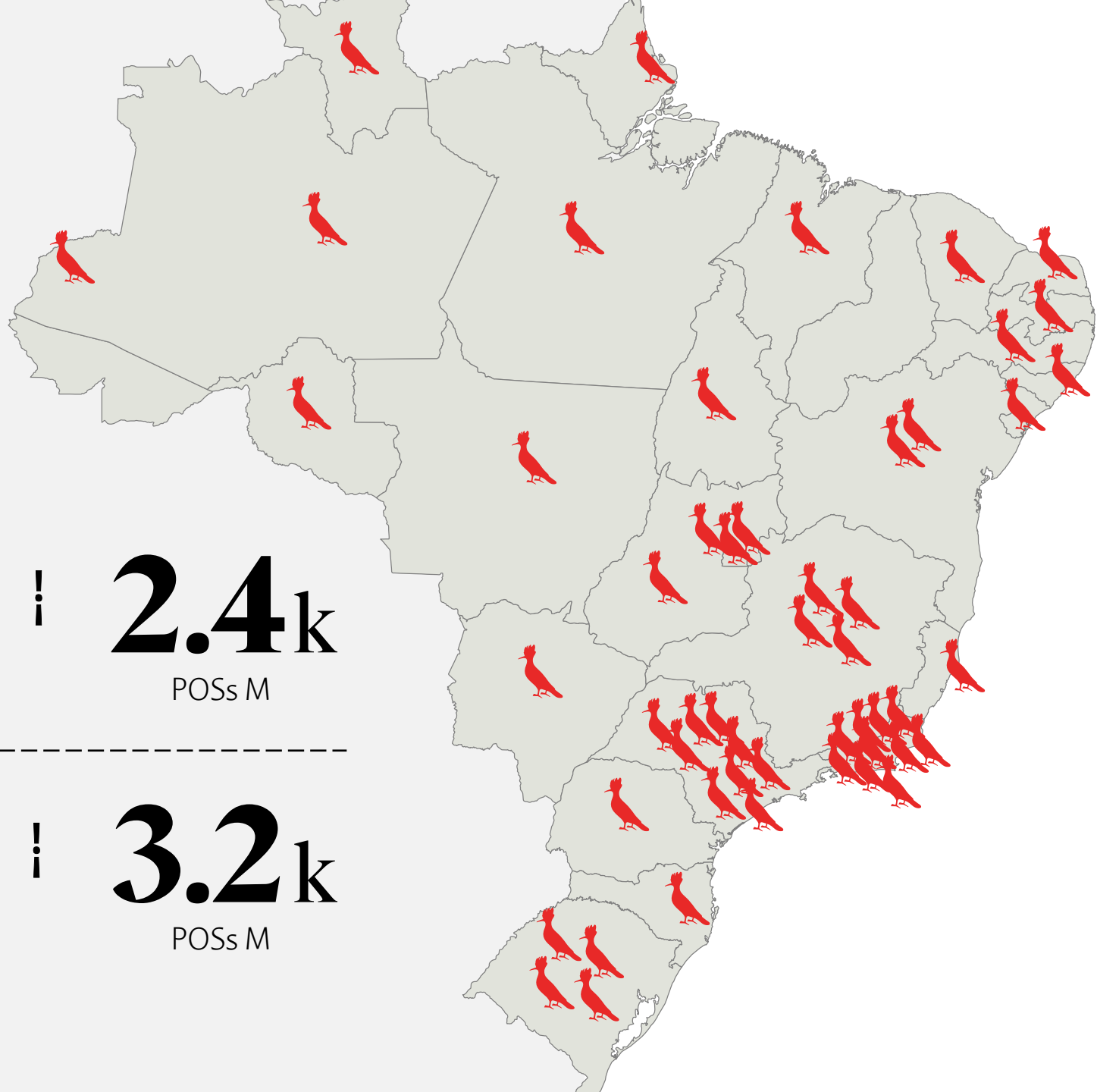
3.2k POSs M

35% POSs M
growth vs 2021

82%
Revenues growth
vs 2021



Gaining *more and more capillarity across Brazil!*



2021 **81** | **57** | **2.4k**
Owned stores Franchises POSs M

2022 **94** | **63** | **3.2k**
Owned stores Franchises POSs M

Strategic *initiatives* AR&CO



AR&CO 2.0



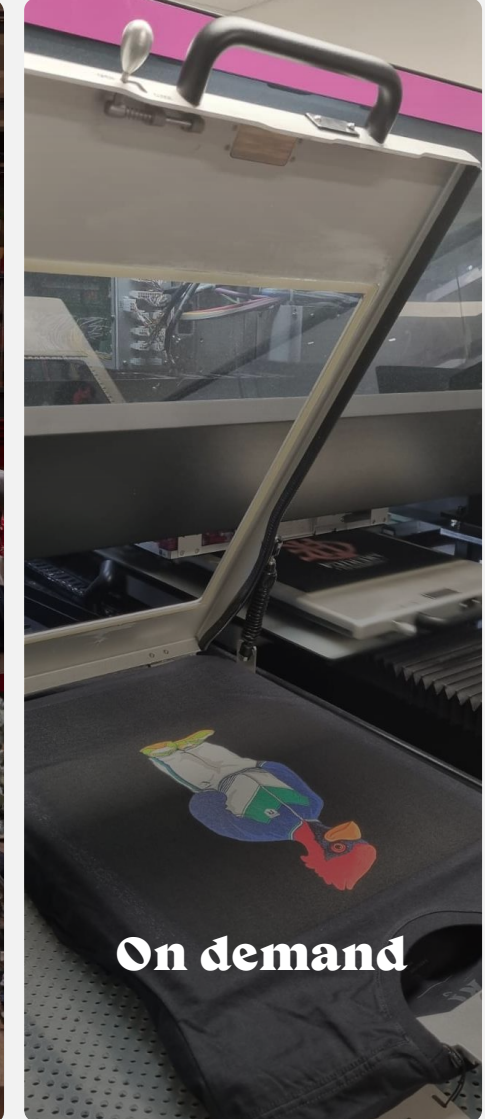
ESG Journey



DC Move




Omnichannel

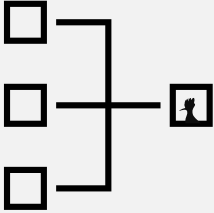


On demand

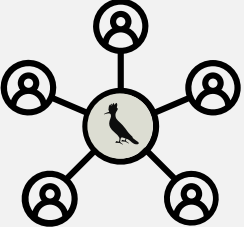
AR&CO 2.0



**RESERVA'S
INCORPORATION**



**CREATION OF A
SYSTEMIC HUB**




**GOVERNANCE AND
MANAGEMENT
STRUCTURING**



humanizadas

ESG Journey



1P=5P 

7 YEARS OF THE PROJECT
+74 MILLION MEALS
SUPPLEMENTED

Empresa



**RESERVA RE-
CERTIFICATION AND
AREZZO&CO
CERTIFICATION**

2019

80.6pt

vs

105.8pt

2022

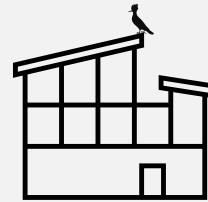
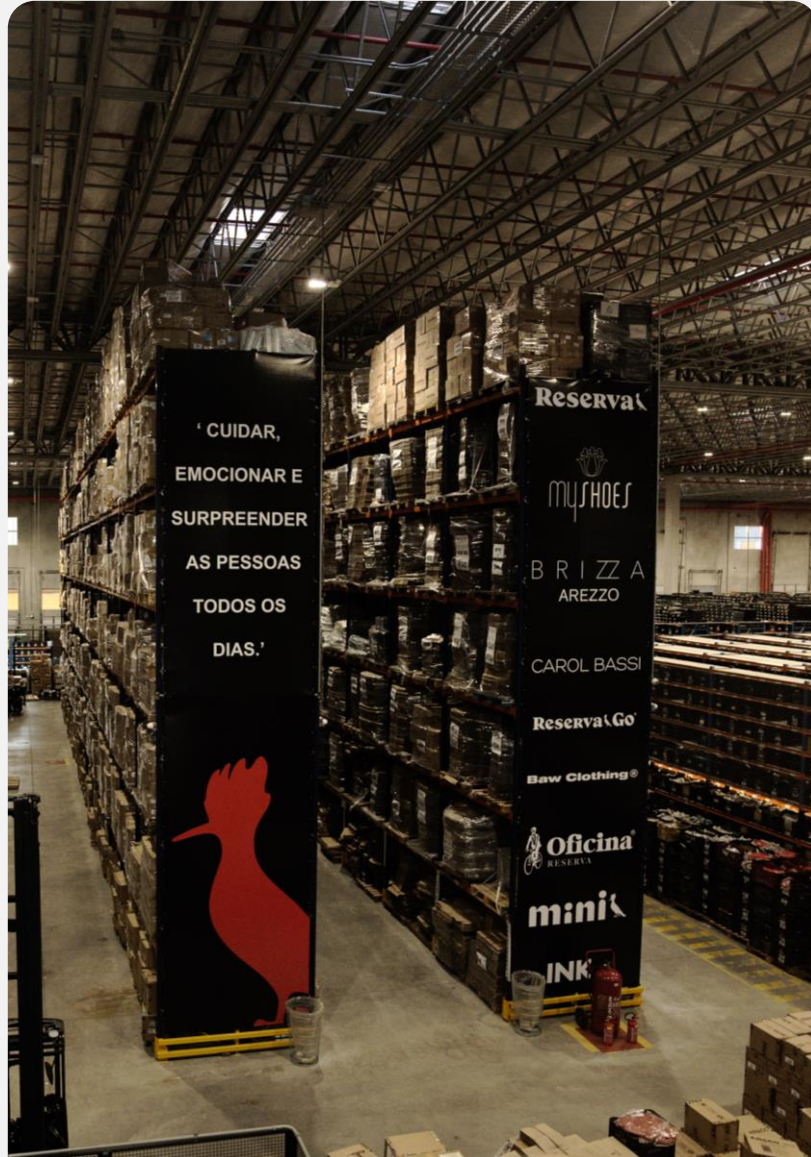


D&I TRAINING

**INCREASED BLACK
LEADERS**

**CAREER
ACCELERATOR FOR
BLACK EMPLOYEES**

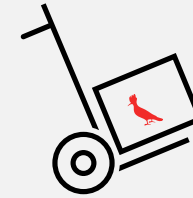
DC Move



12,000 sq.mt.

+2 MILLION
ITEMS WAREHOUSED

10,000 E-COMM ORDERS
SHIPPED/DAY



PROPRIETARY WMS
(PUSH&PULL)



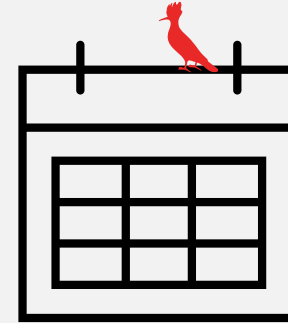
ELECTRIC VEHICLES
FOR **100% OF**
SUPPLIES IN RJ

Omnichannel



40%

DELIVERIES SAME+NEXT DAY



2.5

DAYS' DSI



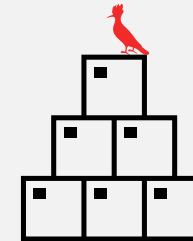
58%

OMNI DELIVERIES

On Demand



FEATURES:
FAÇA.VC
INK
ITEMS WITH NO
INVENTORY RISK



100,000
ITEMS/MONTH
+80% CAPACITY
INCREASE VS 21

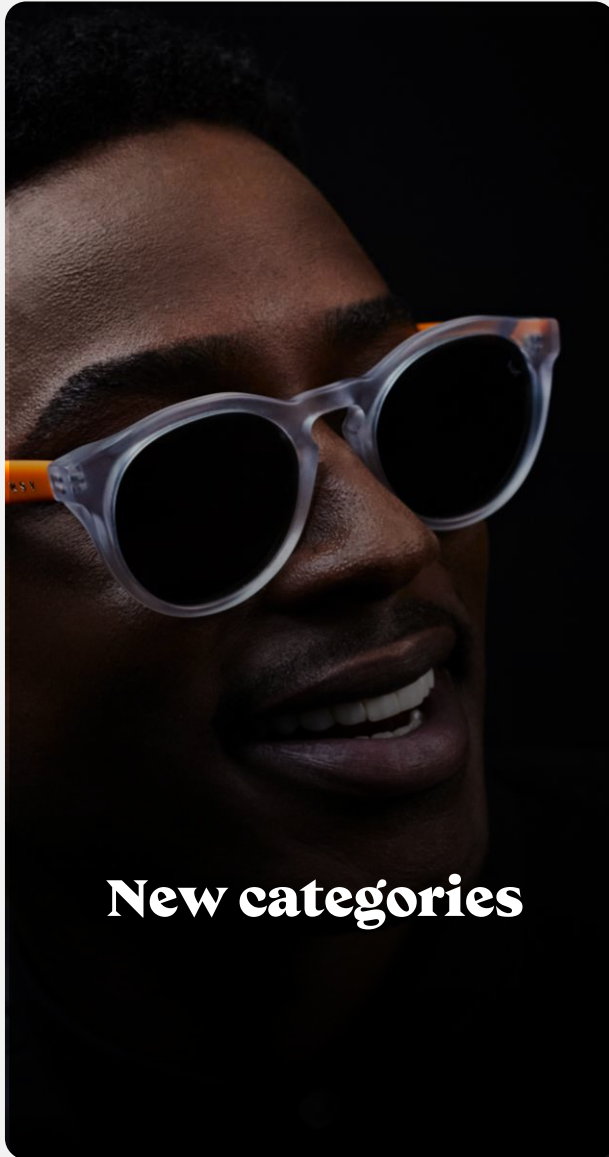


NEW MACHINERY:
KORNIT ATLAS

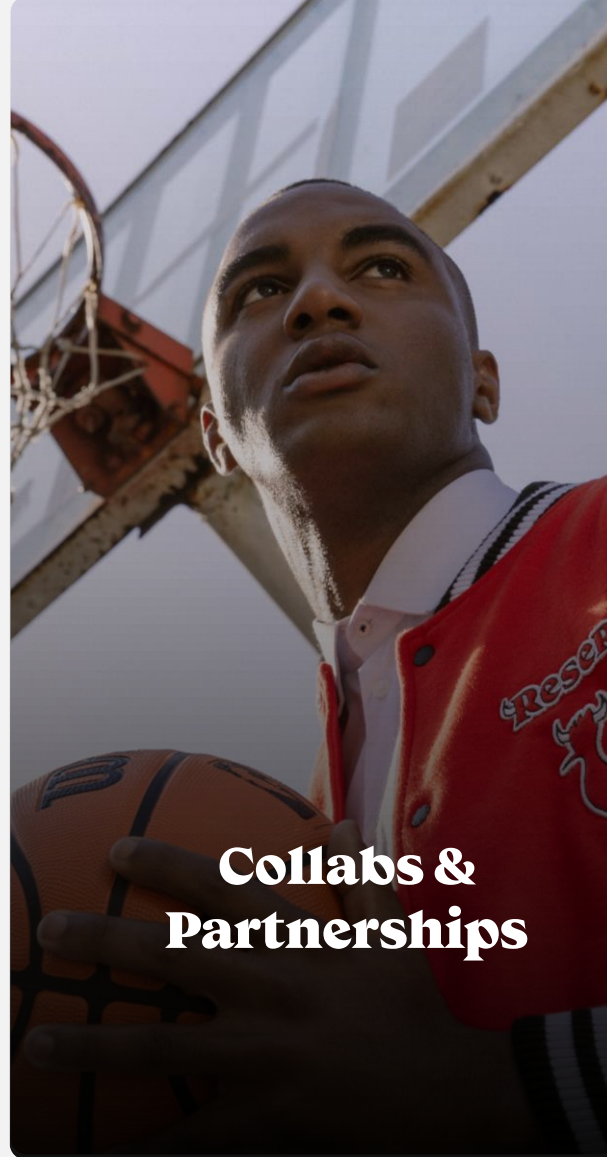
Major Brand *Levers*



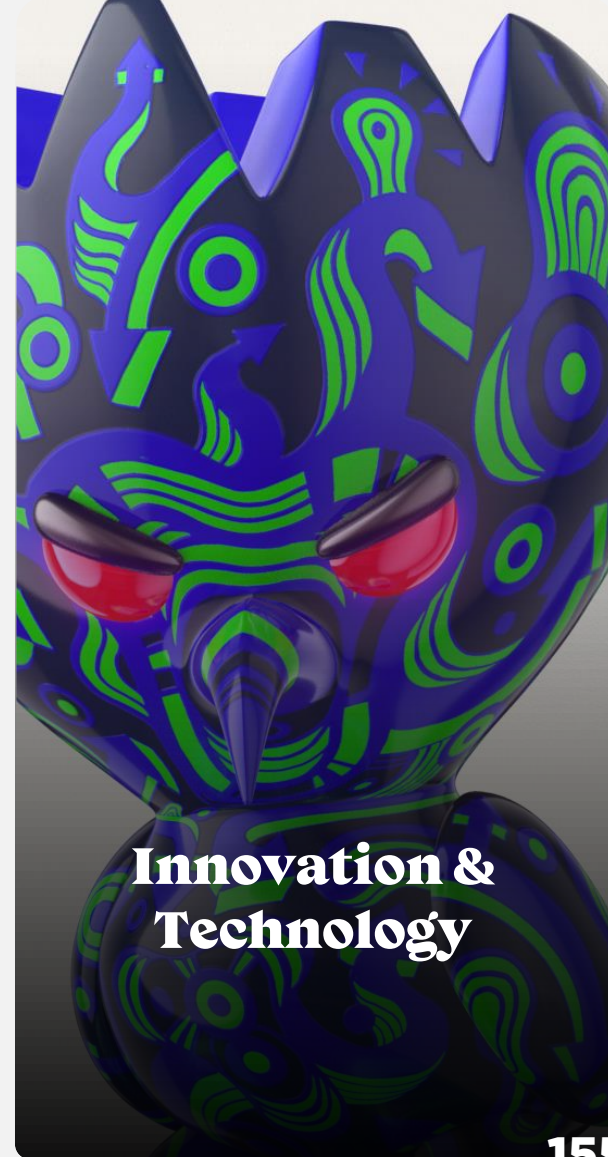
**Memorable
campaigns**



New categories

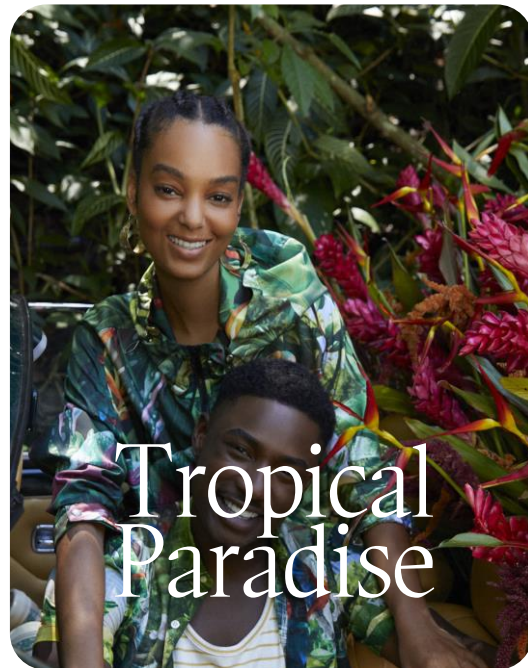
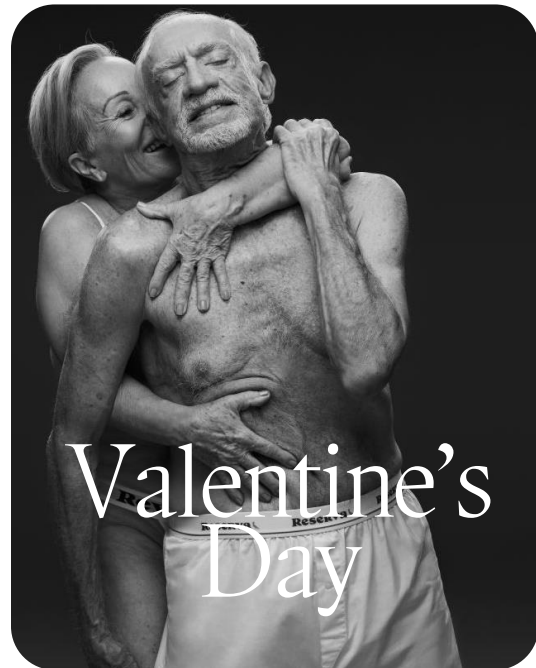


**Collabs &
Partnerships**



**Innovation &
Technology**

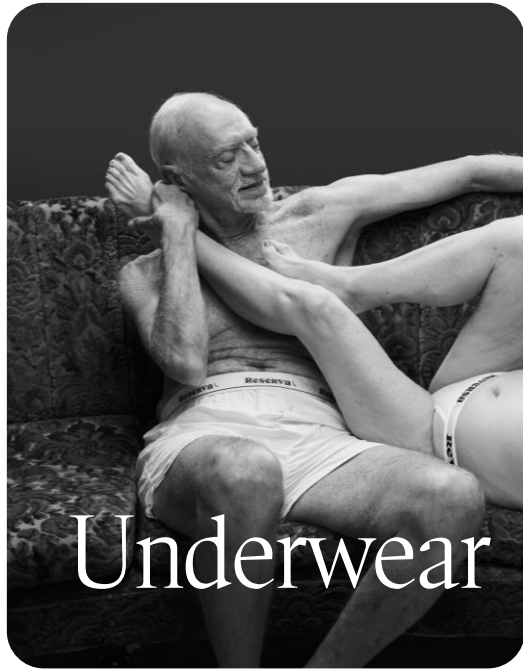
Memorable Campaigns



New Categories



Sunglasses



Underwear



Beach

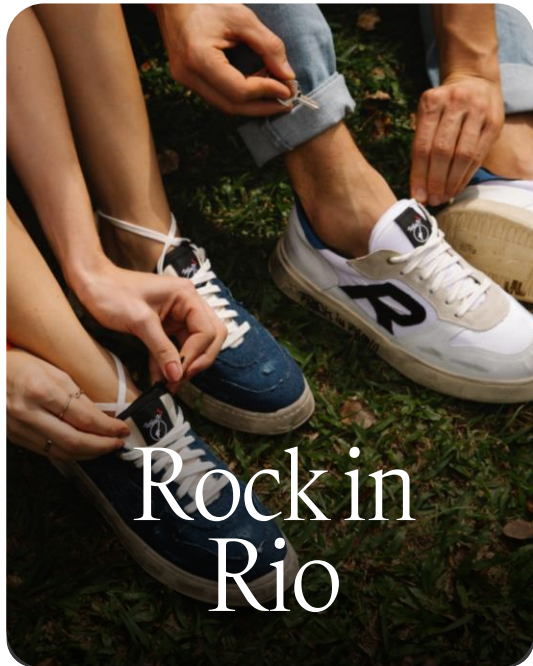


Jeans



Frag

Collabs & Partnerships



Rock in
Rio



Mangueira



NBA



Flamengo



Amor

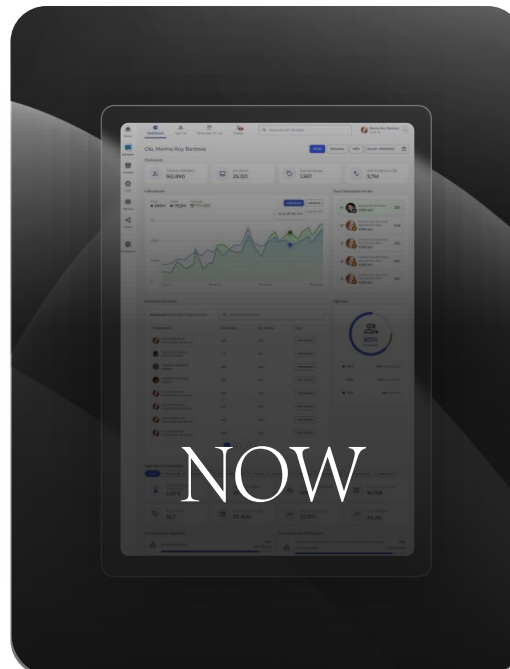
Innovation & Technology



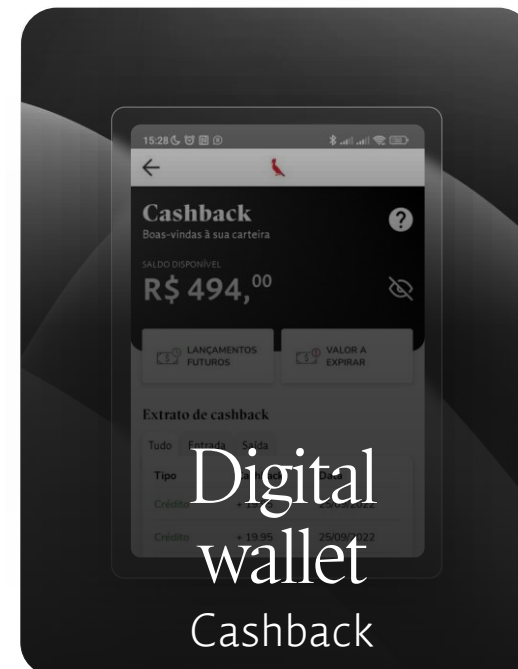
ReservaX
Blockchain innovation
cell



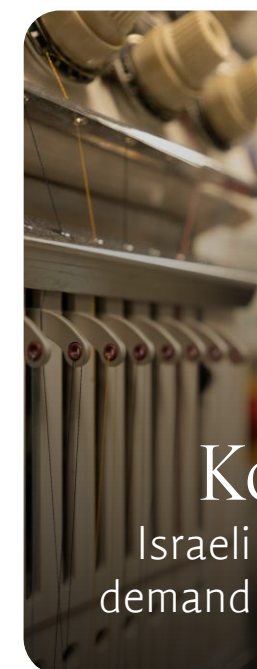
World's first
digital sneaker



NOW



Digital
wallet
Cashback



Israeli
demand



Reserva



mini



RSV Go



Oficina
RESERVA

Reserva

mini

RSV Go

Oficina
RESERVA

ROB

Growth vs 2021

Stores



60%

131



118%

15



103%

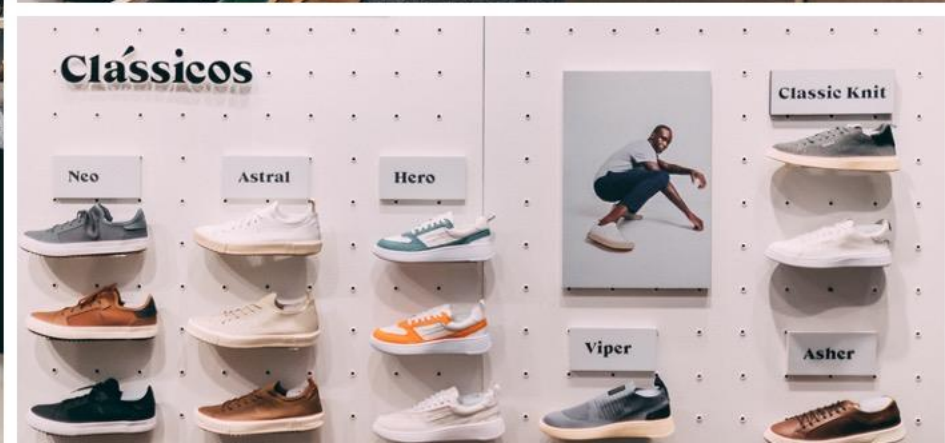
2



240%

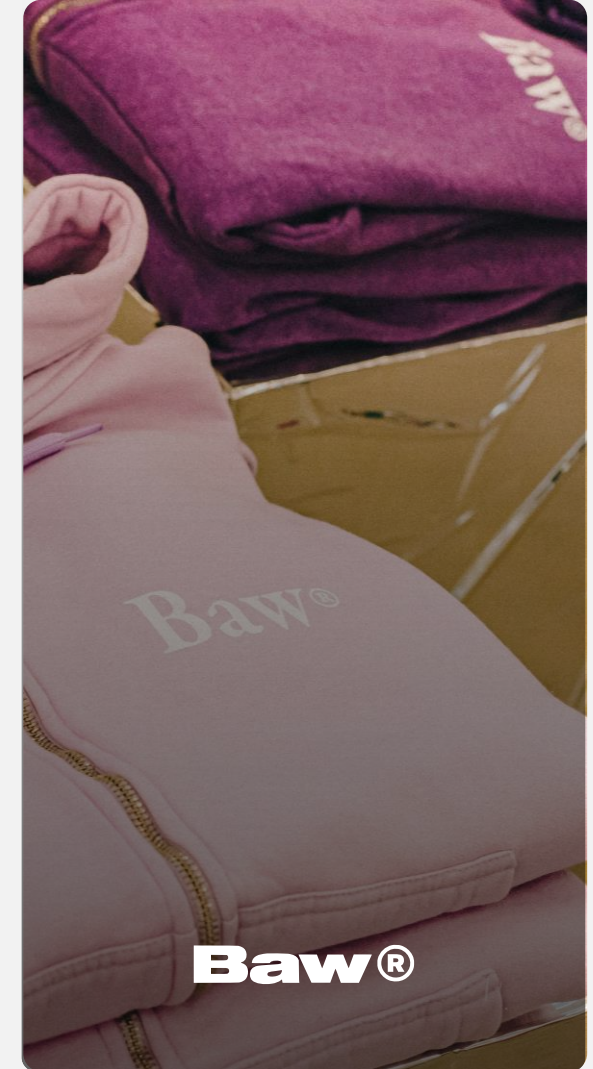
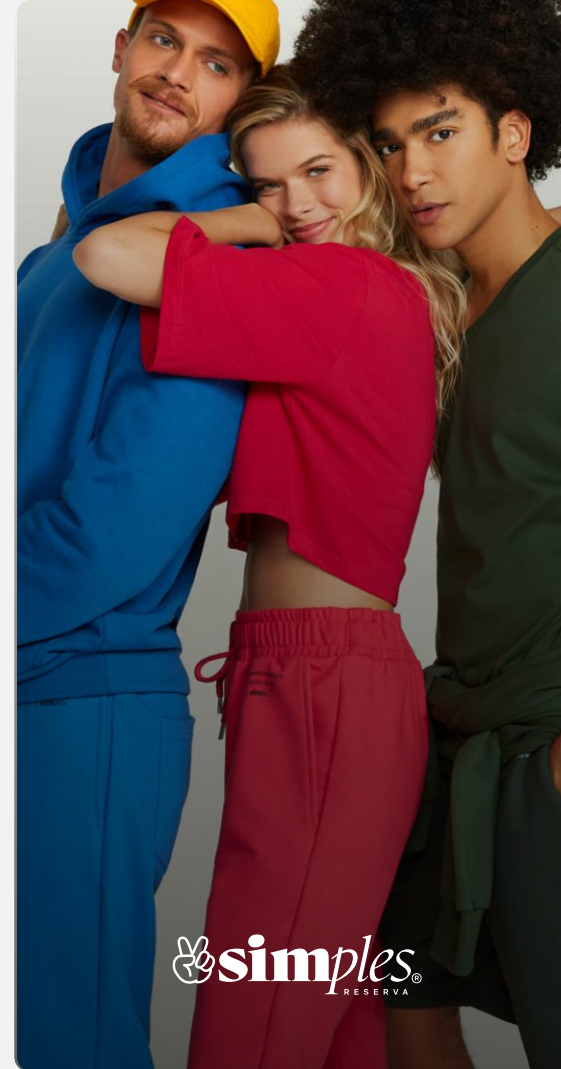
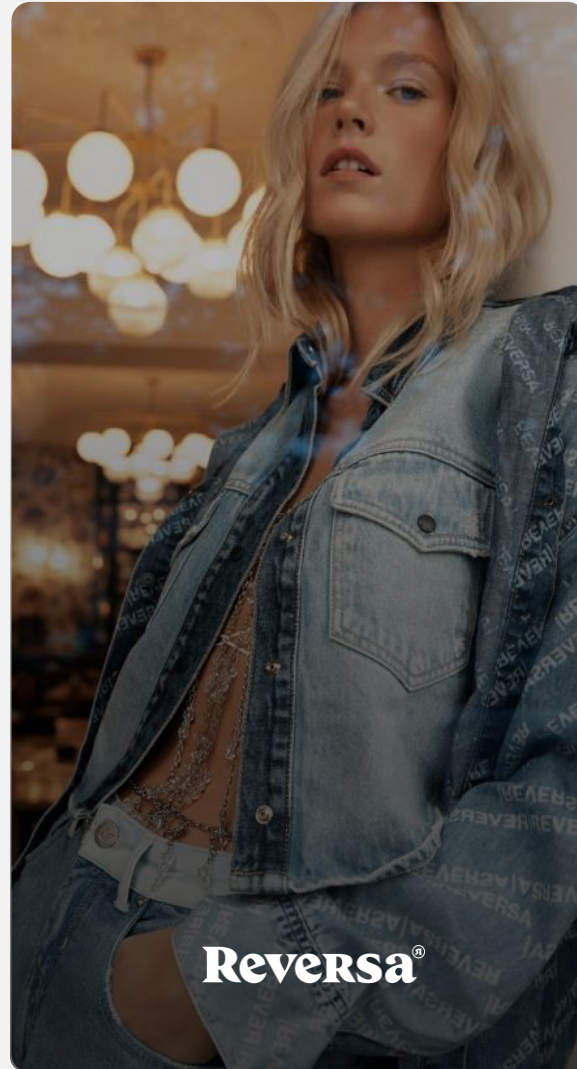
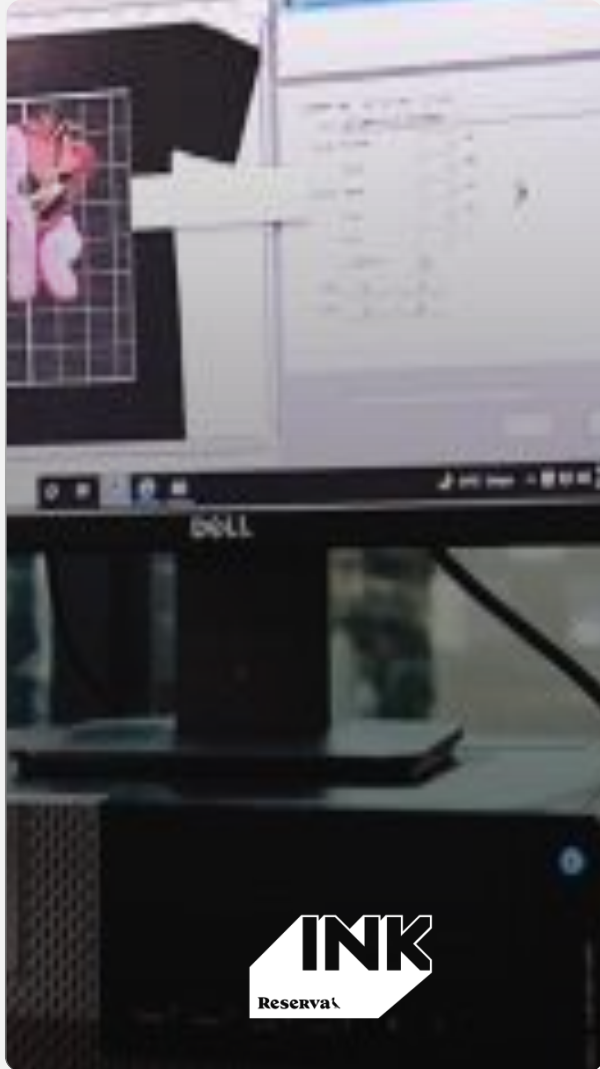
10







New initiatives



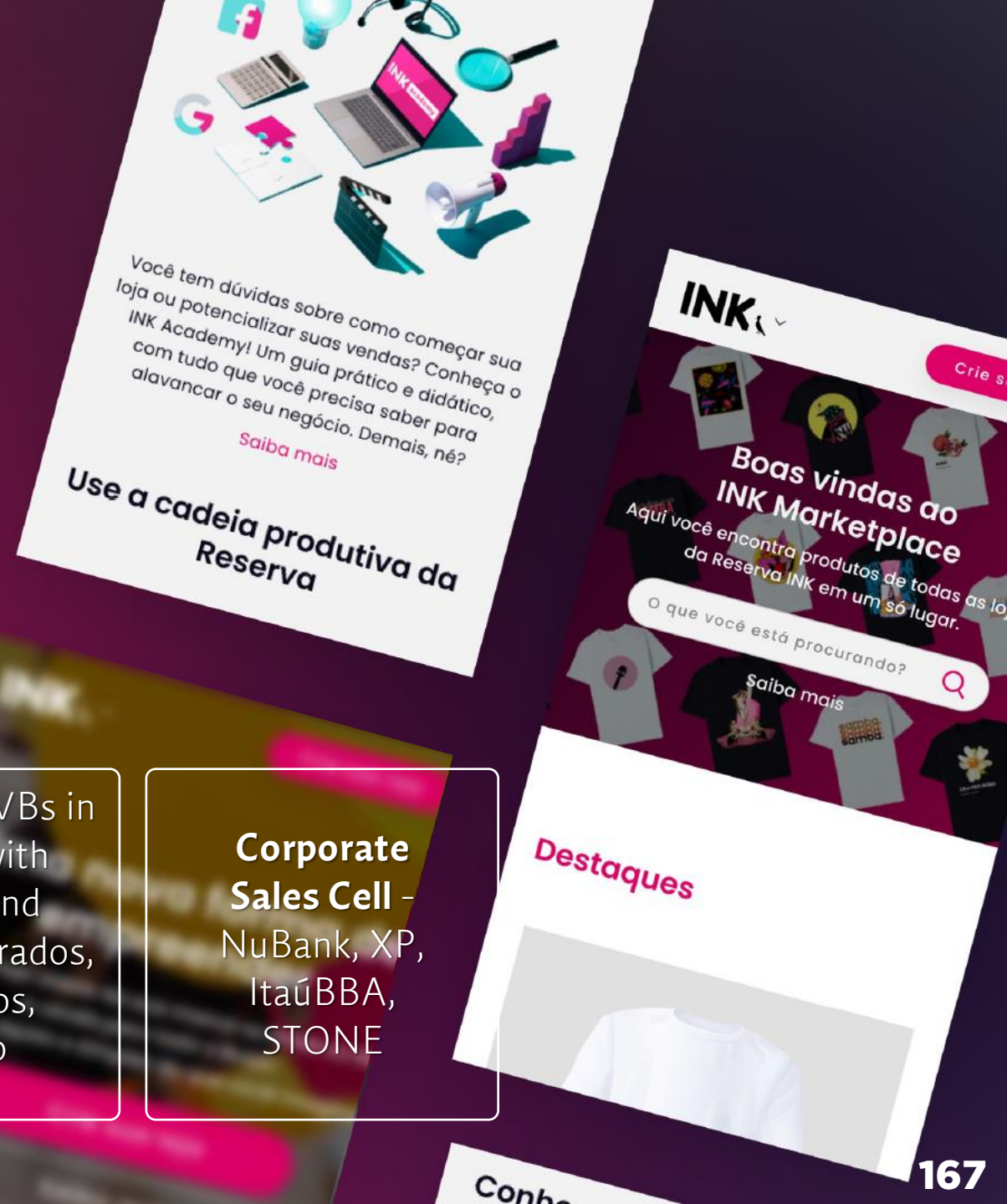
INK was created with the purpose of making life easier for *entrepreneurs*

Over
2,500
sellers on the
platform

Expanded product mix, beyond t-shirts - Hoodies, sweatshirts, Oxfords and polos

Creation of DNVBs in partnership with influencers and creators - Acelerados, Desimpedidos, Thiaguinho

Corporate Sales Cell - NuBank, XP, ItaúBBA, STONE



Reversa is here to turn things **inside out** and change views.

Reversa is here to revise concepts.

A line coming in to show the side, authentically, freely, focusing on what is Real, on change. It is far more than dressing people, we are women on the move: we invent, re-invent, rediscover and reverberate.



24-50 y.o. age group



Focus on AB Class women



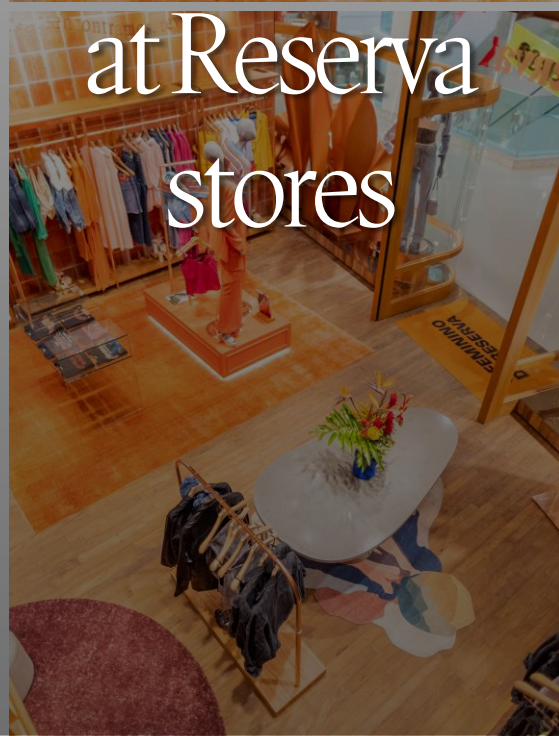
Casual and Jeans



Sales started in
July/22



10 corners
at Reserva
stores



First physical store
launched in Leblon in
Oct/22



Basic *done right*

Opening up a new
addressable market

Democratic basics
brand

Online operations start
in September 22

Rollout Sell In and 3-5
owned stores
openings in 2023

Baw®

Attitude, freedom and *unique style.*

Diversity:
Genderless brand with
LGBTQIA+ and
minorities
representativeness

Pop Culture:
WE MAKE NOISE,
NOT FASHION.

Pioneer of influence
marketing in Brazilian
streetwear

Gaining capillarity on
physical channels
through owned and
multibrand stores

BAW!® CLOTHING...

NA BAW É ASSIM,
NÓS NÃO FAZEMOS MODA!
NÃO ALMEÇAMOS DESFILES OU PASSARELAS.
FAZEMOS BARULHO E CRIAMOS
AS NOSSAS PRÓPRIAS TENDÊNCIAS.
QUEREMOS MAIS POIS SOMOS JOVENS,
CONECTADOS E INQUIETOS!
IREMOS CONSTRUIR E COUPAR TODOS OS
ESPAÇOS QUE A NOSSA CRIATIVIDADE LIMITAD.
NÓS TAMBÉM SOMOS PLURAIS!
PREZAMOS PELA INCLUSÃO COM
LIBERDADE DE ESCOLHA
BUSCANDO O BEM ESTAR SOCIAL E
A IGUALDADE ENTRE TODOS.
NÓS SOMOS A BAW!



Baw® arrives in

Rio de Janeiro

In Nov/22



A Nice Big Dream!



Strengthening the culture and valuing people



ESG agenda progress



Stores expansion and digital penetration



Brand sell-in strengthening



New initiatives rollout



On-Demand expansion

Q&A

GUIDANCE

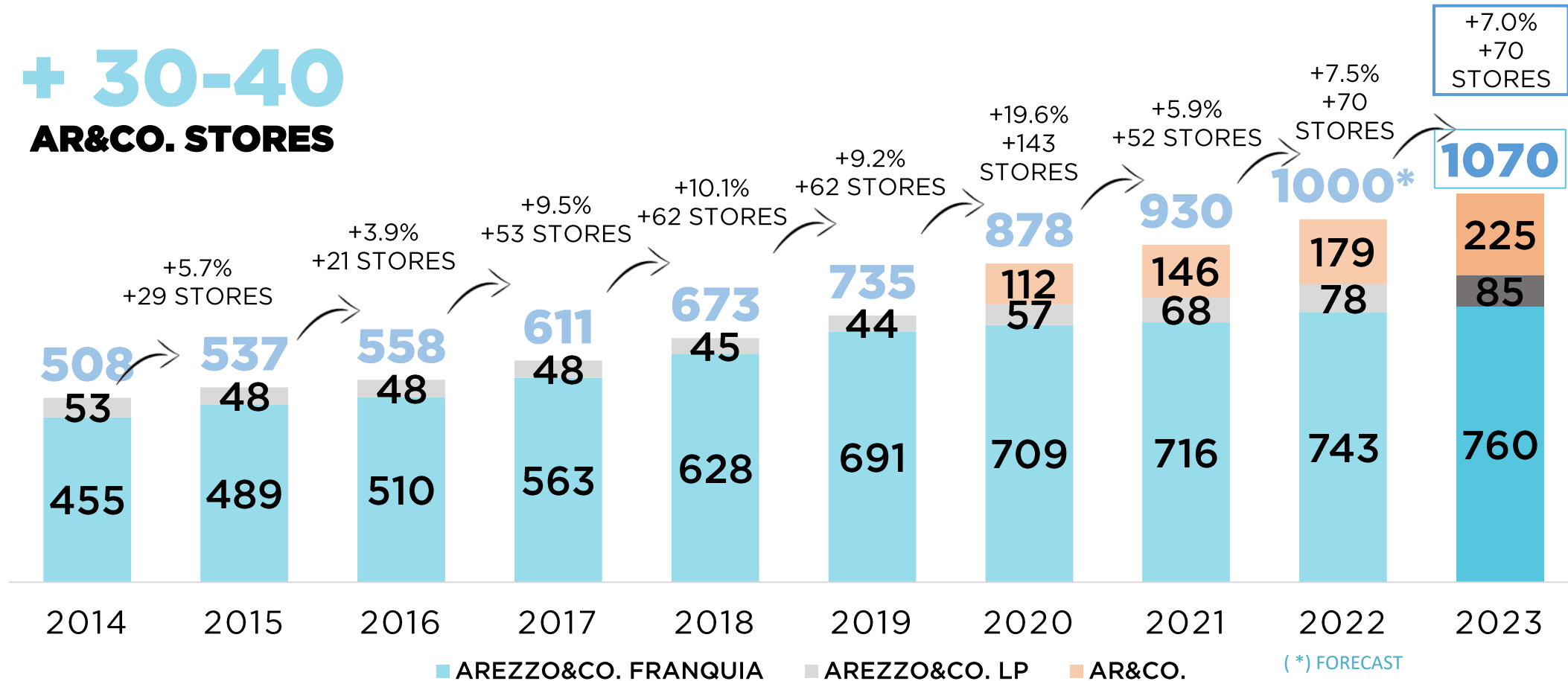
2023

STORE OPENINGS IN BRAZIL GUIDANCE 2023

+ 20-30
AREZZO&CO. STORES

50-70
NET STORES

+ 30-40
AR&CO. STORES



THANK YOU!

AREZZO

& CO

DAY

